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SACHI A. HAMAI
Chief Executive Officer

March 8, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
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Third District

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RESPONSE TO MOTION BY SUPERVISOR RIDLEY-THOMAS TO MAKE STRATEGIC INVESTMENTS IN THE COUNTY'S HOMELESS INITIATIVE (FEBRUARY 9, 2016, AGENDA ITEM P1/47A)

On February 9, 2016, the Board adopted a set of coordinated strategies to combat homelessness in Los Angeles County, as well as a motion introduced by Supervisor Ridley-Thomas to strategically leverage previous investments the County has made over the years to address homelessness. The multi-part motion consisted of eight directives with varying deadlines to report back to the Board. This response addresses item number two, which directed the Chief Executive Officer (CEO) to report back to the Board in 30 days with a written plan that details how the nearly fifty adopted Homeless Initiative (HI) recommendations will be implemented in a manner that is cohesive and avoids duplication of effort. The report should include details on how the CEO will coordinate and integrate these strategies and activities across departments and with other related initiatives, such as the Office of Diversion and Re-Entry and the Affordable Housing Trust Fund. Periodic updates on the trajectory of the collective of strategies, taken as a whole, should be communicated to the Board through the CEO's quarterly reports. Responses to the remaining items in the February 9 motion will be forthcoming over the next 30 to 90 days.

Implementation Structure and Strategy Coordination

Two days following the approval of the HI strategies, the ten core departments/agencies (Community Development Commission/Housing Authority of the County of Los Angeles; Department of Health Services; Department of Mental Health; Department of Public Health; Department of Public Social Services; Probation; Regional Planning;

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Department of Children and Family Services; Sheriff; and the Los Angeles Homeless Services Authority) that have the greatest role in the implementation of the strategies met for the HI Implementation Kick-Off. These core departments/agencies were convened to discuss the transition from strategy planning to implementation, including initial ideas for the 12 Phase I strategies which are scheduled to begin by June 30, 2016.

These core departments/agencies were offered individualized follow-up meetings with the HI team to discuss individual strategies in more depth, as well as to discuss the alignment among strategies; to answer questions pertaining to timelines and funding disbursement; and to discuss support and any needed technical assistance from the HI team, such as lead HI staff assigned to each strategy to help facilitate implementation. To date, the HI team has met with five departments/agencies and the remaining meetings are scheduled to take place in the next two weeks.

A second meeting with the core departments occurred on March 3, 2016. The group decided to meet on a monthly basis through 2016, with quarterly meetings expanding to include all County departments/agencies that have a role in implementing the HI strategies. The monthly and expanded quarterly departmental meetings will be used to discuss policy issues, trouble-shoot common barriers experienced across strategies, discuss performance metrics, and provide administrative infrastructure and support to departments leading and/or collaborating on one or more of the 47 strategies. At the March 3 meeting, potential strategy groupings (Attachment 1) were discussed, where like strategies appeared to align and the departments involved would be similar. The group discussed the need to leverage existing efforts in the implementation of the strategies to avoid both duplication of effort and possible fragmentation. The group decided to utilize these potential strategy groupings as a reference during the implementation planning process.

Coordination with Related Initiatives

The Director of the HI is a member of the County's Office of Diversion and Re-Entry's (OD&R) Permanent Steering Committee (PSC). OD&R was established to ensure oversight and coordination of individuals with mental illness or substance use disorders, who are engaged with the criminal justice system and homeless or at risk of becoming homeless upon discharge from jail. During the development of the HI strategies, two meetings between representatives from the HI and the PSC were held to discuss collaboration and overlap between the HI and OD&R; two specific HI strategies emerged from that dialogue.

This collaboration continues and the attached chart (Attachment 2) depicts strategies where OD&R and the Affordable Housing Coordinating Committee (Committee) are in alignment with specific HI strategies. The Committee and related housing fund was established to address the affordable housing crisis in the County and the associated negative ramifications of over-crowded housing and homelessness. The Committee is chaired by the Director of the HI and is particularly aligned with the six approved HI strategies in Section F, "Increase Available Affordable/Homeless Housing."

System Performance

As discussed in the HI Board letter, the development of a comprehensive evaluation plan with clear performance metrics to gauge the cumulative and individual progress of the strategies to address homelessness will be submitted with the second quarterly report in August 2016. The Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) of 2009, which amended the landmark McKinney-Vento Homeless Assistance Act, requires Continuums of Care to measure overall system performance to provide a better understanding of how well jurisdictions are preventing and ending homelessness. These measures consist of:

- The length of time individuals and families remain homeless;
- The extent to which individuals and families who leave homelessness experience additional spells of homelessness;
- Access/coverage in reaching homeless individuals and families;
- Number of homeless individuals and families;
- Jobs and income growth for homeless individuals and families;
- Reducing the number of homeless individuals and families who become homeless for the first time; and
- Successful housing placement.

These performance metrics along with others will be incorporated in the overall evaluation to assess the individual and collective effectiveness of the HI strategies in combatting homelessness in Los Angeles County.

Quarterly reporting on the implementation status of the HI strategies begins in May and subsequent quarterly reports will be submitted to the Board in August and November of 2016.

Each Supervisor
March 8, 2016
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If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752, or at pansell@ceo.lacounty.gov.

SAH:JJ:PA
LB:ef

Attachments (2)

c: Executive Office, Board of Supervisors
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 Community Development Commission
 Health Services
 Los Angeles Homeless Services Authority
 Mental Health
 Probation
 Public Health
 Public Social Services
 Regional Planning
 Sheriff's Department

POTENTIAL HOMELESS INITIATIVE STRATEGY GROUPINGS FOR IMPLEMENTATION PLANNING

Homelessness Prevention/Reunification for Families

- (P) A1 – Homeless Prevention Program for Families
- B6 – Family Re-Unification Housing Subsidy

Discharge Planning and After-Care

- A2 – Discharge Planning Guidelines
- A3 – Housing Authority Family Reunification Program
- (P) B7 – Interim/Bridge Housing for Those Exiting Institutions
- (P) D2 – Expansion of Jail In Reach
- D4 – Regional Integrated Re-entry Networks – Homeless Focus
- D6 – Criminal Record Clearing Project

Data and Outcomes

- E9 – Discharge Data Tracking System
- E12 – Enhanced Data Sharing and Tracking
- E17 – Regional Homelessness Advisory Council & Implementation Coordination

SSI Advocacy

- C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness
- C5 – Establish a Countywide Veterans Benefits Advocacy Program for Vets Experiencing Homelessness or at Risk of Homelessness
- C6 – Targeted SSI Advocacy for Inmates
- E1 – Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits

Employment

- C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- (P) C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise
- C3 – Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs
- D1 – Model Employment Retention Support Program

ACA and Related Opportunities

- E16 – Affordable Care Act Opportunities
- E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services
- E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by People Experiencing Homelessness

Outreach, Shelter, and Case Management

- D3 – Supportive Service Standards for Subsidized Housing
- D5 – Support for Homeless Case Managers
- (P) E6 – Countywide Outreach System
- E7 – Strengthen the Coordinated Entry System
- (P) E8 – Enhance the Emergency Shelter System

- E11 – County Specialist Support Team

Subsidized Housing

- (P) B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI
- B2 – Expand Interim Assistance Reimbursement (IAR) to additional County Departments and LAHSA
- (P) B3 – Partner with Cities to Expand Rapid Re-Housing
- (P) B4 – Facilitate Utilization of Federal Housing Subsidies
- B5 – Expand General Relief Housing Subsidies
- (P) B8 – Housing Choice Vouchers for Permanent Supportive Housing
- E10 – Regional Coordination of Los Angeles County Housing Authorities
- E13 – Coordination of Funding for Supportive Housing

First Responders

- (P) E4 – First Responders Training
- (P) E5 – Decriminalization Policy

Transition Age Youth

- A4 – Discharges From Foster Care and Juvenile Probation
- E14 – Enhanced Services for Transition Age Youth

Increase Affordable/Homeless Housing:

- F1 – Promote Regional SB 2 Compliance & Implementation
- F2 – Linkage Fee Nexus Study
- F3 – Develop Inclusionary Zoning for Affordable Housing Rental Units
- F4 – Development of Second Dwelling Units Pilot Program
- F5 – Incentive Zoning/Value Capture Strategies
- F6 – Using Public Land for Homeless Housing

Stand Alone Item: E15 – Homeless Voter Registration and Access to Vital Records

(P) = Phase 1 Strategies identified as having the greatest impact within the short, and medium-term, with implementation scheduled to commence by June 30, 2016.

Homeless Initiative Strategies Aligned with Related Initiatives

Focus Area / Approved Strategy		Office of Diversion and Re-Entry	Affordable Housing Coordinating Committee
A. PREVENT HOMELESSNESS			
A1	Homeless Prevention Program for Families		
A2	Discharge Planning Guidelines	X	X
A3	Housing Authority Family Reunification Program	X	X
A4	Discharges From Foster Care and Juvenile Probation		
B. SUBSIDIZE HOUSING			
B1	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	X	
B2	Expand Interim Assistance Reimbursement (IAR) to additional County Departments and the Los Angeles Homeless Services Authority		
B3	Partner with Cities to Expand Rapid Re-Housing		X
B4	Facilitate Utilization of Federal Housing Subsidies		X
B5	Expand General Relief Housing Subsidies		X
B6	Family Reunification Housing Subsidy		X
B7	Interim/Bridge Housing for those Exiting Institutions	X	X
B8	Housing Choice Vouchers for Permanent Supportive Housing		X
C. INCREASE INCOME			
C1	Enhance the CalWORKs Subsidized Employment Program for Homeless Families		
C2	Increase Employment for Homeless Adults by Supporting Social Enterprises	X	
C3	Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs		
C4	Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness		
C5	Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness.		
C6	Targeted SSI Advocacy for Inmates	X	
D. PROVIDE CASE MANAGEMENT AND SERVICES			
D1	Model Employment Retention Support Program.	X	
D2	Expand Jail In-Reach	X	
D3	Supportive Services Standards for Subsidized Housing		
D4	Regional Integrated Re-entry Networks – Homeless Focus	X	
D5	Support for Homeless Case Managers		
D6	Criminal Record Clearing Project	X	
E. CREATE A COORDINATED SYSTEM			
E1	Advocate with relevant federal and state agencies to streamline applicable administrative processes for SSI and veterans benefits		
E2	Drug Medi-Cal Organized Delivery System (DMC-ODS) for Substance Use Disorder Treatment Services		
E3	Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness		
E4	First Responders Training	X	
E5	Decriminalization Policy	X	
E6	Countywide Outreach System	X	
E7	Strengthen the Coordinated Entry System (CES)		
E8	Enhance the Emergency Shelter System		
E9	Discharge Data Tracking System	X	
E10	Regional Coordination of Los Angeles County Housing Authorities		X

Focus Area / Approved Strategy		Office of Diversion and Re-Entry	Affordable Housing Coordinating Committee
E11	County Specialist Support Team		
E12	Enhanced Data Sharing and Tracking		
E13	Coordination of Funding for Supportive Housing		X
E14	Enhanced Services for Transition Age Youth (TAY)		
E15	Homeless Voter Registration and Access to Vital Records		
E16	Affordable Care Act Opportunities		
E17	Regional Homelessness Advisory Council and Implementation Coordination		
F. INCREASE AFFORDABLE / HOMELESS HOUSING			
F1	Promote Regional SB 2 Compliance		X
F2	Linkage Fee Nexus Study		X
F3	Support Inclusionary Zoning for Affordable Rental Units		X
F4	Development of Second Dwelling Units Pilot Program		X
F5	Incentive Zoning/Value Capture Strategies		X
F6	Use of Public Land for Homeless Housing		X
Strategies with red shading are identified as Phase 1 strategies, targeted for implementation by June 30, 2016.			



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SACHI A. HAMAI
Chief Executive Officer

April 11, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
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MAKING STRATEGIC INVESTMENTS IN LOS ANGELES COUNTY'S HOMELESS INITIATIVE (ITEM NO. 47-A, AGENDA OF FEBRUARY 9, 2016)

On February 9, 2016, the Board adopted a multi-component motion (Motion 47-A) introduced by Supervisor Ridley-Thomas directing the Chief Executive Officer (CEO) along with other County departments to initiate and report back on eight action items, referred to as "Making Strategic Investments in Los Angeles County's Homeless Initiative," supplementing the 47 recommended Homeless Initiative strategies approved earlier that same day. This memorandum provides responses to Motion 47-A Items #3, #4, and #5, which have a report back date of April 9, 2016 (Item #8, also due by this date, will be provided under separate cover). Responses to Motion 47-A Items #2 and #7 were provided to the Board in early March 2016, and responses to Motion 47-A Items #1 and #6 will be provided to the Board by May 9 and June 9, 2016, respectively.

Motion Item 47-A #3: Partnering with Faith-Based Organizations to House the Homeless

The Board directed the CEO to work with the Department of Health Services Housing for Health Division to report back on recommendations to help faith-based organizations repurpose existing residential and/or surplus properties for use as interim and/or permanent housing for the homeless. Attachment I provides a report back on this item.

Motion Item 47-A #4: Database to Facilitate Development of Affordable Housing

The Board directed the CEO, in coordination with the Community Development Commission, to report back on recommendations to create a database comprised of community residents interested in helping to facilitate the siting of affordable and permanent supporting housing across the County.

The CEO is requesting a 120-day extension to initiate and complete the following tasks which should result in a more comprehensive response to the Board's directive:

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- 1) Research if any interactive websites, which could be used as a model, currently exist, and, if so, determine what gaps or enhancements might be required for the purposes of this website;
- 2) If no such website exists, what tools, such as web-based applications, social media, advocacy websites, blogs etc. could be helpful components in facilitating the development of such a website; and
- 3) Reach out to a handful of technology and philanthropic partners to gauge interest in this project and to determine what potential support could be provided to the County in terms of the development and ongoing management of the website.

Motion Item 47-A #5: Pilot to Incentivize the Use of Prefabricated Construction

The Board directed this Office to work with the Community Development Commission, Department of Regional Planning, and the Department of Public Works to report back in writing on a pilot to incentivize developers to use prefabricated construction to accelerate development of affordable housing and permanent supportive housing. Additionally, the Board suggested reviewing lessons learned from Star Apartments in Skid Row, capitalizing on Homeless Initiative Strategy F6 ("Using Public Land for Affordable/Homeless Housing"), and exploring tax benefits for new and/or existing/established prefabricated manufacturers to locate in the County. Attachment II provides a report back on this item.

If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752, or at pansell@ceo.lacounty.gov.

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Attachments (2)

c: Executive Office, Board of Supervisors
 County Counsel
 Community Development Commission
 Health Services
 Mental Health
 Public Works
 Regional Planning

**Report Back on Motion 47-A Item #3:
Partnering with Faith-Based Organizations to House the Homeless**

The following recommendations are designed to outline a replicable and easy to follow structure for faith-based organizations to learn about, and if so desired, utilize properties at their disposal for the purpose of assisting homeless people. The goal of this initiative in the first year will be to engage with 20 faith-based organizations that result in at least 10 properties brought on line for residential use by homeless people.

Main Programmatic Components:

- 1) Outreach and Information Dissemination:** The first step involves producing a clear fact sheet describing the goal of the Faith-Based Housing Initiative (FBHI) and the ways in which organizations can participate. This will include a brief description of the main considerations such as: target population, readiness of property, renovation financing, and on-going operations. This "promotional piece" will be widely disseminated to faith-based organizations and used at various community presentations and include contact information for any organization wishing to explore this further.
- 2) Feasibility Analysis:** It is recommended that a community-based housing organization be identified and charged with the responsibility of engaging with faith-based organizations interested in exploring various options for utilizing their property to assist homeless people. The Department of Health Services (DHS) will identify an appropriate agency to partner with, and if necessary, provide funding to accomplish this task. This is necessary because each situation is going to differ and therefore a specific implementation plan will need to be developed that suits the property and the needs of the faith-based organization. The technical assistance provided by the selected community-based housing organization will be specifically geared toward readily implementable steps that help the faith-based organization achieve its goal of assisting homeless people without getting bogged down in the myriad of financial and other complexities often involved in housing development. Some of the key questions that will be answered during this phase include:
 - Is there a need for renovation, and if so, to what extent, and how would needed repairs be financed? For instance, some repairs can be financed by securing a rent subsidy that allows the faith-based organization to repay renovation costs over time.
 - Will the property be operated as permanent housing, or some type of interim program? Often times the physical configuration of the property will dictate the most feasible use. Individual apartments are more suitable for permanent housing, whereas larger congregate spaces tend to work well for shorter stay alternatives.
 - What is the best way to ensure high quality operation and services on site? Does the faith-based organization want to provide some of these services directly? Or do they prefer to partner with a third party service provider? This consideration will be very important for the faith-based organization. In some instances, the faith-based organization may want to provide support services through volunteers or paid staff, and in other instances they may prefer to

have that accomplished by an established third party service provider. Similarly, on the property operation side, choices will need to be made whether or not the faith-based organization wishes to play a role in this function or hire property management services.

- Who is the target population? And, how will clients be referred to the site? The faith-based organization will have to decide if they want to focus on individuals and/or families who are homeless, as well as if they want to specialize in a sub set of the homeless population such as transition age youth, veterans, seniors, etc. They will also have to determine how clients will access their housing and the process through which they will receive referrals.
- What are the available public and private alternatives for funding the on-going operation and support service expenses, including opportunities to leverage existing services in the community?
- Which public and/or private organizations are best suited to assist the faith-based community during implementation? This includes a determination of which public agency is best suited to provide support services and/or rent subsidies funding, as well as what other community-based entity might make a good project partner.

3) Implementation: Drawing on the conclusions of the feasibility analysis described above, it should be clear which public and/or private entities are most logical to help the faith-based organization bring the property on-line. For instance, if the scenario is permanent housing for single adults, the Department of Health Services' Housing for Health Division could potentially work with the faith-based organization, refer clients, and provide needed services funding and rental subsidies. Similarly, if units lend themselves to housing families, the geographically-appropriate Family Solutions Center can refer homeless families and arrange for needed support. In other instances, if it is determined that the property is more suited to be a congregate-type setting, then recuperative care and other forms of bridge housing can be considered and the organization could be linked with LAHSA, DHS, and/or a range of community providers for implementation.

4) Next Steps: DHS will take the lead in developing a scope of work and securing the community-based housing agency to accomplish the recommendations described above.

In summary, reaching out to faith-based organizations to determine if they have property that can assist our community-wide effort to end homelessness is extremely important and valuable. This can be achieved through an organized effort of outreach and information dissemination, readily-available technical assistance, and taking advantage of existing funding and implementation resources.

Report Back on Motion 47-A Item #5: Pilot to Incentivize the Use of Prefabricated Construction

In response to Motion 47-A Item #5, the Chief Executive Office, along with the Community Development Commission and Departments of Regional Planning and Public Works (County Team), conducted preliminary research on prefabricated construction of multi-tenant dwelling projects, and met with the architect and developer of Star Apartments located in Skid Row in downtown Los Angeles to obtain information on lessons learned, as well as consider pros and cons of prefabricated construction. As a result of our findings, the County Team recommends that the County conduct a pilot project in the form of issuing a Request for Proposals (RFP) to develop housing on discounted or no-cost County property with the condition that proposals be innovative in utilizing prefabricated construction for multi-tenant affordable housing, and include permanent supportive housing for chronically homeless individuals. Our findings and additional details on the proposed pilot project are described herein.

Prefabricated Construction Method

Prefabricated construction (also known as Factory-Built Housing) is defined by the California Department of Housing and Community Development as “a factory-constructed version of a site-built residential building that is transported to its permanent location.” Prefabricated construction may include single-family dwellings, multi-family dwellings, apartments, condominiums, hotels, motel or dormitories or components of those structures. The potential benefits of prefabricated construction methods include:

- **Cost savings:** Units are factory-made; savings can allow for use of higher quality materials in the unit;
- **Time savings:** Installation can be completed in weeks rather than months;
- **Quality Control:** Manufactured in a controlled environment, which can increase quality of the units; and
- **Environmentally friendly:** Less material waste and sustainable way to create high-density housing.

Shipping containers also fall within the definition of prefabricated construction and is another option to develop affordable and homeless housing that may be an innovative, low-cost alternative to traditional construction.

Lessons from Star Apartments

The County met with the architect and developer of the critically acclaimed Star Apartments, which is the first multi-tenant residential building in the region to be constructed using prefabricated construction, to obtain information on background and lessons learned. Star Apartments, located in downtown's Skid Row area, opened in 2014 and provides permanent supportive housing for up to 100 formerly homeless individuals with the goal of rehabilitating residents through on-site services.

The architect and developer of Star Apartments indicated that prefabricated construction is a good model to explore to accelerate the development of affordable housing for the homeless; however, they did emphasize that prefabricated construction of Star Apartments did not produce the cost or time savings expected in comparison to traditional construction. The lack of cost and time savings can be attributed to the challenges encountered in being the first project in the

region to use prefabricated construction for multi-tenant dwelling units, which included the following specific challenges:

- Only one manufacturer was available to produce the multi-dwelling buildings as designed, so there was no competitive pricing and service;
- Developer was forced to play the role of managing the general contractor, installer, and manufacturer, since the general contractor did not want to take on the responsibility of managing the manufacturing and installation of a new construction method for multi-dwelling units;
- Unfamiliarity of permitting and inspection requirements and process for prefabricated multi-family dwellings (from both the developer and local government); and
- Location of site and placing prefabricated multi-tenant dwelling units above existing structure, which created complexities merging two structures.

Despite these challenges, the initiation of a pilot project, guided by the lessons learned from Star Apartments, may be beneficial in exploring a new, innovative and potentially lower-cost approach to developing affordable multi-tenant dwelling units for the homeless and other low-income populations.

Proposed Pilot Project

The County Team recommends that the County conduct a pilot project in the form of an RFP offering discounted or no-cost County property to incentivize the development of affordable housing and permanent supportive housing for the homeless with the condition that prefabricated construction methods be used. The purpose of the RFP is threefold: 1) explore the use of prefabricated construction methods to accelerate the development and reduce the cost of affordable housing; 2) seek innovative, out-of-the-box approaches to addressing the affordable housing crisis in the region; and 3) investigate the feasibility of an on-going strategy to incentivize developers to utilize prefabricated construction methods if the results of the pilot indicate that benefits outweigh the drawbacks of this type of construction.

Concurrent with, and possibly aided by information from the RFP, the County Team will explore tax benefits for new and/or existing prefabrication manufacturers to locate in the County to reduce transportation cost, shorten delivery schedules, and lower risk concerns on product standards.

Next Steps

The County Team shall return within six months with a pilot consisting of a proposed RFP as described above. Elements of the RFP to be developed for your Board's consideration shall include:

- In coordination with Homeless Initiative Strategy F6 (Using Public Land for Homeless Housing), the identification of vetted County-owned properties suitable for development.
- Number of properties to be included in RFP.
- Type of RFP: Stand alone or part of CDC's Notice of Funding Availability for Affordable Multi-Family Rental Housing.
- Details of the site(s) (discounted land, long-term lease, or donation of land) as well as the amount of funds (if any) that would be available as a loan from the County.

- Financing sources (construction/permanent financing, 4% or 9% Low-Income Housing Tax Credits, any other public financing), any needed operating subsidies, such as DHS Flexible Housing Subsidy Pool or HACoLA Project-Based Vouchers/Project-Based Veterans Affairs Supportive Housing Vouchers, and other special financing sources associated with specific populations, such as AB109 and SB678 populations.
- Requirements for eligible projects and what type of information must be submitted to allow for the full evaluation of the project's feasibility, constructability, and the supportive services that would be offered to residents.
- Other details such as:
 - ✓ Population – Homeless families or individuals.
 - ✓ Unit mix – 100% homeless project (like Star Apts.), or mixed-population (homeless and low-income).
 - ✓ Required experience of developer with prefabricated construction.
 - ✓ Required experience of general contractor with prefabricated construction.
 - ✓ Required experience of architect with prefabricated construction.
 - ✓ How much and what type of funding should be offered by the County, if any?
 - ✓ Permit expediting or reduction/waiver of fees, if any.
 - ✓ Subsidies to be offered, if any.

Unless otherwise directed, the County Team will return to your Board with a recommended Pilot RFP, as described above, by October 5, 2016.



SACHI A. HAMAI
Chief Executive Officer

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Fifth District

REPORT BACK ON DOMESTIC VIOLENCE SERVICES AND HOMELESSNESS (ITEM NO. 8, AGENDA OF FEBRUARY 9, 2016)

This is to provide the Board with a 90-day report on the information requested in the February 9, 2016 Board Motion on Domestic Violence (DV) and Homelessness. The Board directed our Office to work with the Departments of Public Social Services (DPSS), Children and Family Services (DCFS), Health Services (DHS), Mental Health (DMH), Public Health (DPH), the Los Angeles Homeless Services Authority (LAHSA), the Housing Authority of the County of Los Angeles (HACoLA), the Los Angeles County Domestic Violence Council, and homeless and domestic violence service providers (Service Providers) to collect a wide range of information, as described below.

In response to the Board Motion, our Office along with the aforementioned departments (County Team), Domestic Violence Council, and Service Providers, met on two occasions to discuss and review the information related to each of the items in the Board motion. In addition to the County Team identified above, the Los Angeles County Sheriff's Department was included in the second meeting.

The DV Workgroup (Attachment I) concluded that additional work and time is needed to develop a comprehensive response to several of the requested items identified below. Both the full DV Workgroup and a subgroup of the DV Workgroup will continue to work through the summer to address each of the pending items.

"To Enrich Lives Through Effective And Caring Service"

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Attachments II through VIII provide progress achieved to date on each of the following eight items identified in the Board Motion:

- 1) An inventory of emergency shelter, bridge housing and transitional housing beds targeted to individuals or families fleeing domestic violence, including information on whether beds are funded by a funding source that is expected or at-risk of ending in the near futures such as McKinney-Vento Homeless Assistance Act funds (Attachment II);
- 2) A review of current assessment tools and procedures for identifying domestic violence among individuals and families served through DPSS, DCFS, DMH, DHS, DPH, LAHSA, and/or the Homeless Families Solutions System and any recommended strategies if needed to strengthen or create new assessment tools and procedures for some or all of these departments (Attachment III);
- 3) A review of current procedures to provide appropriate support and linkage to domestic violence services for clients identified as being the victims of domestic violence and any recommended strategies to strengthen or develop new efforts for some or all of these Departments (Attachment III);
- 4) A description of how the Homeless Initiative's Homeless Prevention Program for Families will serve victims of domestic violence specifically addressing the unique safety needs of this population (Attachment IV);
- 5) A set of strategies for strengthening collaboration between domestic violence providers and homeless service providers, including the feasibility of a convening to explore and document best practices for restoring families to safety and self-sufficiency (Attachment V);
- 6) Rental assistance, including rapid re-housing and housing choice vouchers available to victims of domestic violence (Attachment VI);
- 7) Department of Mental Health programs or efforts to support domestic violence victims (Attachment VII); and
- 8) Options for increasing funding for Domestic Violence Shelter Based Programs (Attachment VIII).

Additionally, as instructed, the Office of the County Counsel is finalizing a separate response to the Board which will address options for increasing funds collected through marriage license fees, divorce filing fees, and batterer's program fees for domestic

Each Supervisor
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violence shelter-based programs and methods for accurately reporting the amount of funds collected on a quarterly basis. This separate response will also elaborate on options for increasing funding for domestic violence shelter-based programs. County Counsel's report is anticipated in the coming weeks. Unless otherwise directed, the CEO will return to the Board with an update on the Domestic Violence Workgroup's efforts by September 9, 2016.

If you have any questions, please call me or you may contact Phil Ansell, Homeless Initiative Director, at 213-974-1752 or pansell@ceo.lacounty.gov.

SAH:JJ:PA
LC:ef

Attachments

c: Sheriff
Executive Office, Board of Supervisors
County Counsel
Children and Family Services
Domestic Violence Council
Health Services
Housing Authority of the County of Los Angeles
Los Angeles Homeless Services Authority
Mental Health
Public Health
Public Social Services

DOMESTIC VIOLENCE WORKGROUP/SUBGROUP MEMBERS (DV Subgroup members identified by shading)		
Department/Agency	Representative	Title
Chief Executive Office, Homeless Initiative	Phil Ansell	Director
	Leticia Colchado	Homeless Initiative Team
Los Angeles Homeless Services Authority	Peter Lynn	Executive Director
	Clementina Verjan	Associate Director
	Jessica Reed	Policy and Planning Analyst
Children and Family Services	Roberta Medina	Deputy Director
	Eric Marts	Deputy Director
	Mary Nichols	DV Liaison
County Counsel	Aleen Langton	Principal Deputy County Counsel
Housing Authority of the County of Los Angeles	Emilio Salas	Deputy Executive Director
Mental Health	Robin Kay	Director
	Maria Funk	MH Clinical Program Manager III
	Dolores Daniel	MH Clinical Program Manager III
	Carrie Esparza	MH Clinical Program Manager III
	Flora Gil Krisiloff	Chief of Justice Programs, Planning and Development
	Lise Ruiz	Program Manager
Health Services	Karen Bernstein	Director, Integrated Programs
Public Health	Ellen Eidem	Director, Office of Women's Health
Public Social Services	Jose Perez	Assistant Director
	Lola Nevarez	Human Services Administrator I
	Dolores Tolentino	Program Assistant
Sheriff	Marjory Jacobs	Lieutenant
	Ralph Webb	Commander
	Suzie Ferrell	Deputy
Community Development Commission	Lynn Katano	Assistant Manager
Domestic Violence Council	Olivia Rodriguez	Executive Director
Neighborhood Legal Services of Los Angeles County	Kate Meiss	Associate Director, Policy Advocacy and Litigation
	Amy Goldman	Attorney, Family Law
Center for the Pacific Asian Family	Debra Suh	Executive Director
	TuLynn Smylie	Administrative Director
Valley Oasis	Carol Crabson	Chief Executive Officer
Los Angeles City Domestic Violence Task Force	Eve Sheedy	Deputy City Attorney
Downtown Women's Center	Amy Turk	Chief Program Officer
	Araceli Patino	Director of Permanent Supportive Housing
OPCC/LAMP Community	Patricia Butler	Director
East Los Angeles Women's Center	Barbara Kappos	Executive Director
Rainbow Services	Elizabeth Eastlund	Executive Director
Violence Prevention Coalition	Billie Weiss	Executive Director
Door of Hope	Tim Peters	Executive Director
	Regina Dupree	Program Manager

1. An inventory of emergency shelter, bridge housing and transitional housing beds targeted to individuals and families fleeing domestic violence, including information on whether the beds are funded by a source that is expected or at risk of ending in the near future, such as McKinney-Vento Homeless Assistance Act funds.

The Los Angeles Homeless Services Authority collaborated with the various county departments and domestic violence service providers that provide the aforementioned forms of shelter and developed the attached comprehensive inventory.

No.	Organization Name	Project Name	Project Type	Confidentiality Site? (X)	City	ZIP	SPA	SD	Bed Type	Household Type	Beds HH w/ Children	Units HH w/ Children	Beds HH w/o Children	Total Beds	McKinney-Vento	Inventory Source (X)										
																LAHSA HIC 2015	City of LA	DMH	DPS	CA OES	Glendale Coc	Long Beach Coc	Pasadena Coc			
1	1736 Family Crisis Center	Domestic Violence Shelter-LA 1	ES	X	Los Angeles	90018	SPA 6	SD 2	Facility-based beds	SFHC	5	1	0	5	No	X										
2	1736 Family Crisis Center	Domestic Violence Shelter-LA 2	ES	X	Los Angeles	90018	SPA 6	SD 2	Facility-based beds	SFHC	5	1	0	5	No	X										
3	1736 Family Crisis Center	South Bay 1 Domestic Violence Shelter	ES	X	Redondo Beach		SPA 8	SD 4	Facility-based beds	SFHC	8	2	4	12	Yes	X										
4	1736 Family Crisis Center	Transitional Program-LA 1	TH	X	Los Angeles	90018	SPA 6	SD 2		SMHC	15	3	0	15	Yes	X										
5	1736 Family Crisis Center	Transitional Program-LA 2	TH	X	Los Angeles	90018	SPA 6	SD 2		SFHC	15	3	0	15	No	X										
6	1736 Family Crisis Center	Domestic Violence	TH	X	Long Beach		SPA 8	SD 4		HC	51	17	0	51	Yes		X									X
7	Asian Pacific Women's Center, Inc.	APWC Transitional Housing Program	TH		Los Angeles	90012	SPA 4	SD 1		SFHC	13	6	0	13	Yes	X										
8	Burbank Housing Corporation	Puerta Nueva Transitional Facility	TH		Burbank	91504	SPA 2	SD 5		SFHC	14	5	0	14	No	X										
9	California Hispanic Commission on Alcohol & Drug Abuse, Inc. (CHCADA)	Pathways Homes	TH		El Monte	91731	SPA 3	SD 1		HC	14	3	0	14	No	X										
10	Casa de Los Angelitos	Casa de Los Angelitos	TH		Harbor City	90710	SPA 8	SD 2		SF	0	0	6	6	No	X										
11	Center for the Pacific Asian Family, Inc.	CPAF Emergency Shelter	ES	X	Los Angeles	90036	SPA 4	SD 3	Facility-based beds	SFHC	45	13	0	45	No	X										
12	Center for the Pacific Asian Family, Inc.	CPAF Transitional Housing Program	TH	X	Los Angeles	90036	SPA 4	SD 3		SFHC	18	7	2	20	Yes	X										
13	Domestic Violence Center of the Santa Clarita Valley	Shelter Resident Services	ES	X	Newhall	91321	SPA 2	SD 5	Facility-based beds	SMF+HC	9	3	0	12	No	X										
14	Door of Hope	Door of Hope	TH			91206	SPA 5			SFHC	56	13	0	56										X		
15	DV Center of Santa Clarita Valley		TH				SPA 2	SD 5						9									X			
16	Good Shepherd Shelter of Los Angeles	Good Shepherd Shelter	TH	X	Los Angeles	90019	SPA 4	SD 2		SFHC	48	12	0	48	No	X										
17	Haven Hills, Inc.	Crisis Shelter	ES	X	Canoga Park	91303	SPA 2	SD 3	Facility-based beds	SFHC	38	6	1	39	No	X										
18	Haven Hills, Inc.	Haven Two Housing and Employment Program	TH	X	Canoga Park	91305	SPA 2	SD 3		SFHC	102	23	0	102	No	X										
19	House of Ruth (Claremont)	Emergency Shelter for Battered Women	ES	X	Claremont	91711	SPA 3	SD 1	Facility-based beds	SFHC	33	11	2	35	No	X										
20	House of Ruth, Inc.			X	Pomona		SPA 3	SD 1						55										X		
21	Immanuel Housing Inc (Formerly Beacon Housing, Inc.)	Casa de Alegria	TH		Los Angeles	90036	SPA 4	SD 3		SMF+HC	14	8	22	36	No	X										
22	Interval House	Emergency Shelter	ES	X	Long Beach		SPA 8	SD 4	Facility-based beds	HC	14	5	0	14	No											X

No.	Organization Name	Project Name	Project Type	Confidentiality Site? (Y/N)	City	ZIP	SPA	SD	Bed Type	Household Type	Beds HH w/ Children	Units HH w/ Children	Beds HH w/o Children	Total Beds	McKinney-Vento	Inventory Source (Y/N)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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23	Interval House	Domestic Violence Shelter	TH	X	Long Beach		SPA 8	SD 4	NA	HC	36	60		36	Yes																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													</

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																LAHSA HIC 2015	City of LA	DMH	OPSS	CA OES	Glendale Coc	Long Beach Coc	Pasadena Coc	
46	Women & Children's Crisis Shelter	Women & Children's Crisis Shelter	ES	X			SPA 7	SD 4	Facility-based beds	SFHC	32	7	0	32	No	X								
47	Women Shelter	Women Shelter	ES		Long Beach		SPA 8	SD 4	Facility-based beds	SMF+HC	6	3	2	8	No									
48	Women's & Children's Crisis Shelter		TH	X	Whittier		SPA 7	SD 4						28					X					
49	Women Shelter of Long Beach		TH	X	Long Beach		SPA 8	SD 4						29			X		X		X			
50	YWCA Glendale		ES	X	Glendale		SPA 2	SD 5						10					X		X			
51	YWCA of San Gabriel Valley		TH	X	Covina		SPA 3	SD 5						40					X		X			
52	YWCA of San Gabriel Valley	Transitional Program	TH	X	Covina		SPA 3	SD 5	Facility-based beds	SFHC	15	3	0	15	No	X								
53	YWCA of San Gabriel Valley	Women in Need Growing Strong (WINGS)	ES	X	Venice		SPA 5	SD 5		HC	25	5	1	26	No	X								
54	First To Serve, Inc. ***	House of Dignity 1	TH		Los Angeles	90037	SPA 6	SD 2		SF	0	0	15	15	Yes	X								
55	First To Serve, Inc. ***	House of Dignity 2	TH		Los Angeles	90037	SPA 6	SD 2		HC	15	1	0	15	Yes	X								
56	Rainbow Services, LTD. ***	Villa Paloma Transitional Shelter	TH	X			SPA 8	SD 4		SMF+HC	42	9	2	44	Yes	X								
57	Valley Oasis (formerly Antelope Valley Domestic Violence Council) ***	Oasis House Transitional Housing Program for Victims of Domestic Violence	TH																					
58	YWCA of San Gabriel Valley**	First 5 LA Rental Assistance	RRH				SPA 3	SD 5		HC	195	65	0	195	No	X								

* Primarily a substance abuse recovery program; need to confirm type of services provided to survivors of Domestic Violence

** Closed or shifted away from DV focus

*** Funding Reallocated by April 2016

**** Funding Reallocated - November 2016

LEGEND	
ES	Emergency Shelter
TH	Transitional Housing
TS	Transitional Shelter (City Term)
SD	Supervisory District
CD	Council District
SPA	Service Planning Area
HC	Households with Children
SMF	Single Males and Females
SMF+HC	Single Male and Female Households w/ Children
SFHC	Single Female Households with Children
SM	Single Males
SF	Single Females
SMHC	Single Male Households with Children

2. A review of current assessment tools and procedures for identifying domestic violence among individuals and families served through DPSS, DCFS, LAHSA, DMH,DHS, DPH , the Homeless Families Solutions System, and any recommended strategies if needed to strengthen or create new assessment tools and procedures for some or all of those departments
3. A review of current procedures to provide appropriate support and linkage to domestic violence services for clients identified as being the victims of domestic violence and any recommended strategies to strengthen or develop new efforts for some or all of these Departments;

During the two DV Workgroup meetings, the DV Workgroup reviewed and discussed, at great length, the many opportunities for identification of Domestic Violence within the County mainstream systems and how victims are referred for services. A chart highlighting each Department's screening tool and reason for inquiring about Domestic Violence is included in this response. Additionally, the screening tools used by homeless and domestic violence service providers were also reviewed.

Given the volume of instruments used and diverse reasons for inquiring about domestic violence, and the varying levels of staff that interact with clients, the DV Workgroup concluded that additional work and time is needed to develop a comprehensive response to the items requested above. As such, a subgroup of the DV Workgroup will continue to work through the summer to review and assess Domestic Violence screening/assessment tools, training needs and protocols, the development of a potential countywide prevention approach or framework, and the referral process for identifying and linking victims of domestic violence to services. The first meeting of the subgroup is scheduled for May 24, 2016.

OVERVIEW OF DOMESTIC VIOLENCE IDENTIFICATION PROCESS BY COUNTY DEPARTMENTS DPSS, DCFS, DPH, HACOLA, DMH, DHS					
COUNTY DEPT.	FORM USED AND TYPE OF TOOL	SCOPE OF CONVERSATION (WHY ARE QUESTIONS ABOUT DV BEING ASKED)	LEVEL OF STAFF ASKING DV QUESTIONS OR DOING SCREENING	LEVEL OF DV TRAINING PROVIDED TO STAFF INQUIRING ABOUT DV	
DPSS	PA 1913, Confidential Domestic Violence Information, screening tool and disclosure of DV	To facilitate discussion around issues of DV and to encourage self-disclosure.	Eligibility, GAIN Services Workers (GSW), and Contracted Case Managers (CCM) conduct the initial screening, if the individual discloses being a victim of DV, the case is immediately transferred to a Specialized Supportive Services (SSS) Worker.	All line staff receive DV Sensitivity and Awareness Training, and SSS staff receive special training with working with victims of DV, such as how DV can interfere with an individual's ability to meet CalWORKS program requirements, informing requirements and the criteria for granting waivers, confidentiality rules and provisions; coordination of services provided through the CalWORKS WtW program.	
DPSS	PA 1914, Domestic Violence Information Brochure, and Cal-3, CalWORKS Specialized Supportive Services for Victims of Domestic Violence	Resources to provide applicant/participants	Eligibility, GSWs and CCMs.		
DPSS	On-Line California Appraisal Tool (OCAT)	Assist GAIN staff with helping CalWORKS welfare-to-work participants identify issues of DV and access services.	GSWs and CCMs.		
DCFS	SDM INITIAL SCREENING TOOL – Hotline version	The purpose of this assessment tool is to assist the social worker to determine if there is sufficient information provided to identify if the situation falls within Welfare and Institutions Code (WIC) Section 300 as suspected Child Abuse: Physical abuse, Sexual abuse, Sexual Exploitation, Emotional Abuse, or Neglect including but not limited to forms of Severe Neglect, and/or General Neglect.	A DCFS Children's Social Worker assigned to the Child Protection Hotline Division. This tool is situation specific, as little may be known about the family at the time of the call by the caller (i.e., reporting party).	Annual training is provided on any Child Abuse related Laws by DCFS County Counsel. All hotline staff is retrained periodically on the identification of various forms of abuse, and the identification of questions to help solicit information from a caller to identify the type of abuse, and determine an appropriate response time to investigate the suspected abuse.	

OVERVIEW OF DOMESTIC VIOLENCE IDENTIFICATION PROCESS BY COUNTY DEPARTMENTS DPSS, DCFS, DPH, HACOLA, DMH, DHS				
COUNTY DEPT.	FORM USED AND TYPE OF TOOL	SCOPE OF CONVERSATION (WHY ARE QUESTIONS ABOUT DV BEING ASKED)	LEVEL OF STAFF ASKING DV QUESTIONS OR DOING SCREENING	LEVEL OF DV TRAINING PROVIDED TO STAFF INQUIRING ABOUT DV
DCFS	SDM – SAFETY ASSESSMENT TOOL	The purpose of this assessment tool is to assist the social worker to make a determination regarding the level of safety of the child and assists in making a decision regarding whether or not the situation and initial evidence meets the WIC 300 threshold to open a case: be it involuntary or voluntary.	<p>A DCFS Children's Social Worker assigned to the Emergency Response function within a Regional Office and/or in the Emergency Response Command Post.</p> <p>For situations in which there is subsequent referral, a Continuing Services Children's Social Worker may be required to investigate and utilize this tool as well.</p> <p>This tool is family specific, but may also highlight specific children within the family if so identified in the referral and revealed within the investigation.</p>	<p>All DCFS Children's Social Workers are trained on the use of the SDM tool series which are utilized throughout the life of a case. Initial training is provided in the academy and then subsequently in their Regional Offices. Periodic refresher training is also available.</p> <p>Training on the assessment of child abuse is also available via periodic refresher courses and via on-site training provided within a regional office.</p>
DCFS	MHST – MENTAL HEALTH SCREENING TOOL	The purpose of this pre-screening tool is to assist the DCFS Social Worker to make an initial assessment of the child's mental health based on observation during the initial stages of the case. If the screen is positive, a referral is made for additional follow up by DMH co-located Clinicians to refer the child for a mental health clinical assessment and linkage to treatment which is medically necessary.	<p>This tool was developed and implemented as part of the KATIE A. Settlement as a means to ensure that every eligible child is promptly referred for an appropriate mental health evaluation and treatment. It is used by DCFS Children's Social Workers during the initial stages of the case AND is used if subsequent observations are made which may warrant a new evaluation of the child's mental health needs.</p> <p>This tool is child and age specific. There is a tool for 0-5 and for children over 5.</p> <p>The MHST provided is the tool for children over 5 as it identifies Domestic Violence specifically.</p>	<p>Training is provided by both DCFS and DMH on the use of this tool. It is part of the DCFS new hire Academy training. At each DCFS office there are specially trained Service Linkage Specialists and Multi-disciplinary Assessment Team liaisons that receive more training on the MHST and can assist the regional DCFS Children's Social Workers as needed.</p> <p>Periodic refresher training is held in each Department.</p>

OVERVIEW OF DOMESTIC VIOLENCE IDENTIFICATION PROCESS BY COUNTY DEPARTMENTS DPSS, DCFS, DPH, HACOLA, DMH, DHS				
COUNTY DEPT.	FORM USED AND TYPE OF TOOL	SCOPE OF CONVERSATION (WHY ARE QUESTIONS ABOUT DV BEING ASKED)	LEVEL OF STAFF ASKING DV QUESTIONS OR DOING SCREENING	LEVEL OF DV TRAINING PROVIDED TO STAFF INQUIRING ABOUT DV
DCFS	Multidisciplinary Assessment Team (MAT) Assessment	<p>The purpose is to assess the needs of children and their families as they enter foster care for the purpose of providing the needed supports and services in a timely manner.</p> <p>The conversation on domestic violence is conducted as part of a trauma-informed assessment to identify the child's underlying needs and the parent's capacity to meet these needs. This assessment results in a plan that the child's team formulates to support the child's needs.</p>	The staff asking the questions are mental health assessors from contracted mental health agencies who are either licensed or supervised by a licensed professional to do these assessments.	The assessors are trained via their home agency and are part of broader training on trauma-related mental health needs. There are 50 different community-based mental health agencies that conduct MAT Assessments.
DCFS	Up Front Assessments	<p>The Up-Front Assessment (UFA) provides the DCFS Children's Social Worker with valuable information on an adult's parenting or caregiving capacity. It is to assist in identifying risks in a household due to issues related to mental health, substance abuse, and domestic violence.</p> <p>From the results of the UFA, the DCFS Children's Social Workers are able to refer parents/caregivers to community agencies with expertise in services for mental health, substance abuse, and domestic violence.</p>	<p>Family Preservation Agencies contracted by DCFS complete the UFAs. They are conducted by a licensed clinician, or a Master's level or higher assessor under the supervision of a licensed clinician.</p> <p>This assessment includes the administration of the Behavioral Severity Assessment Program (BSAP) tool—a standardized tool used in other jurisdictions.</p>	A qualified and experienced UFA clinician from one of the Family Preservation agencies provides training for all UFA clinicians or assessors annually. This training is not done by DCFS.
DCFS	Assessment of Domestic Violence	<p>The purpose of this policy is to provide guidance to all Children's Social Workers on the specific aspects of Domestic Violence and it's nexus to Child Abuse.</p> <p>While not all incidents of Domestic Violence are reported to the Child Protection Hotline, those that occur in the presence of the children or where a child may have been involved in the incident should be reported. The existence of Domestic Violence in a home with children may</p>	<p>This guide is accessible on the DCFS policy website and available to all Children's Social Workers in program functions, and to their Supervisors and Managers.</p>	The mandatory training is provided routinely by the DCFS Training academy for all new social workers. The training is a 3-hour comprehensive look at DV dynamics and child welfare practices. The trainers are all DV subject-matter experts. The new hire training also includes four full-day interactive simulation training scenarios. All touch on DV but one

OVERVIEW OF DOMESTIC VIOLENCE IDENTIFICATION PROCESS BY COUNTY DEPARTMENTS DPSS, DCFS, DPH, HACOLA, DMH, DHS				
COUNTY DEPT.	FORM USED AND TYPE OF TOOL	SCOPE OF CONVERSATION (WHY ARE QUESTIONS ABOUT DV BEING ASKED)	LEVEL OF STAFF ASKING DV QUESTIONS OR DOING SCREENING	LEVEL OF DV TRAINING PROVIDED TO STAFF INQUIRING ABOUT DV
		be a nexus to other forms of child abuse or neglect. As a result, if a case is opened, the plan for services will include a safe case plan designed for the DV adult victim, children and batterer to address the impact of domestic violence on the family and attempts to identify the underlying source of the conflict.		has DV as the main focus. In addition to the specific DV 3-hour training and the simulation trainings, DV is discussed in many of the other required training components in the new hire Academy. Periodic refresher training for all DCFS staff is also available but not mandatory. The refresher trainings are normally 2 days and include special focus on safety planning and include a panel of experts from first responders to DV advocates.
HACoLA	Referral Tool: Weekly LASD and LBPd 273.5 calls for service for 68 HACoLA sites	The law enforcement (LASD and LBPd) calls for service information report identifies domestic violence victims which are referred to the HACoLA Clinician and Case Managers.	HACoLA Clinician and Case Managers receive the calls for service for follow-up.	HACoLA staff seek in-service training from Domestic Violence Council partners and End Abuse Long Beach.
HACoLA	Assessment Tool: Family Resource Intake Assessment	As part of the intake assessment, the HACoLA Clinician and Case Managers ask questions about domestic violence history and current domestic violence issues.	HACoLA Clinician and Case Managers ask the domestic violence questions.	HACoLA staff seek in-service training from Domestic Violence Council partners and End Abuse Long Beach.
DPH	Domestic Violence Personalized Safety Plan	Used by the Nurse Family Partnership PHNs if they know of violence or if seems appropriate. Could happen at any point of 2.5 year relationship with client, during home visits. Creates a safety plan.	Client and Public Health Nurses	NFP PHNs trained with National Office's training curriculum.
DPH	CPSP Prenatal Combined Assessment/ Reassessment tool	Tool is used as a part of prenatal assessment to identify risks and address health and social problems among pregnant women. Contains some DV questions as part of the assessment.	Medical provider - the physician themselves or often a Comprehensive Perinatal Health Worker, medical assistant or nurse in the office.	Quarterly trainings by the CPSP Clinical Social Work Consultant focused on DV/IPV. Trainings are about 3-4 hours long and also address mandated

OVERVIEW OF DOMESTIC VIOLENCE IDENTIFICATION PROCESS BY COUNTY DEPARTMENTS
DPSS, DCFS, DPH, HACOLA, DMH, DHS

COUNTY DEPT.	FORM USED AND TYPE OF TOOL	SCOPE OF CONVERSATION (WHY ARE QUESTIONS ABOUT DV BEING ASKED)	LEVEL OF STAFF ASKING DV QUESTIONS OR DOING SCREENING	LEVEL OF DV TRAINING PROVIDED TO STAFF INQUIRING ABOUT DV
DPH	CPSP Combined Postpartum Assessment tool	Postpartum assessment used to identify risks and address new/ outstanding health and social problems amongst women who just had a baby. Contains some DV questions as a part of the assessment.		reporting. In addition, 1 hour of an initial all-day training on CPSP program is dedicated to IPV training. (Both of the above training curricula are currently suspended due to trainer vacancy. Expect to fill position within 6 months.) Provider must have customized protocols in place to address problems identified in assessment.
DPH	CPSP Danger Assessment tool	Assessment used if provider or clinic staff knows or suspects violence. Reviews and assesses risk factors associated with increased risk of homicide for women and men in violent relationships.	Client and clinic staff	Training not provided since the surveys are self-administered for the most part.
DPH	Los Angeles Mommy & Baby Survey (LAMB)	Population based survey on a wide variety of health issues given to women who have recently given birth and reside in Los Angeles County. Contains some DV questions as part of the survey.	Self-administered survey mailed to women; occasionally, DPH staff (trained clerks to Epidemiologists) may walk women through survey on the phone.	
DPH	LAMB follow-up survey	Follow-up survey given to women that participated in the LAMB survey. Contains some DV questions as part of the survey.		
DPH	Addiction severity index-assessment tool (interview) with DV questions.	Social, health and sexual abuse related questions among people with substance use disorder.	Substance Abuse Community Service Center Assessors – they are required to be certified Substance Use Disorder counselors.	The assessors are required to receive training in administering the tool from their agency, per the agency's contract with DPH.
DPH	Sexually Transmitted Disease Client Health Questionnaire.	Questionnaire administered to clients in Public Health STD clinics. Contains questions on risky behavior and an assessment of intimate partner violence.	Administered by Clinic Nurses, Public Health Investigators, Nurse Practitioner or MD.	Training on form usage is primarily provided by peers. Clinicians received CME training on Sexual Assault and recent training for STD clinical staff on DV.
DPH	Community Health Services (CHS), Targeted Case Management Assessment	Comprehensive assessment administered to clients during home visits for follow-up on communicable diseases. Contains DV/IPV, reproductive coercion and human trafficking screening questions.	Public Health Nurses	New form, still being piloted and revised through June 2016. CHS leadership taught use of form. All CHS staff recently participated in DV training. DPH nursing personnel receive training on DV during orientation.

OVERVIEW OF DOMESTIC VIOLENCE IDENTIFICATION PROCESS BY COUNTY DEPARTMENTS DPSS, DCFS, DPH, HACOLA, DMH, DHS				
COUNTY DEPT.	FORM USED AND TYPE OF TOOL	SCOPE OF CONVERSATION (WHY ARE QUESTIONS ABOUT DV BEING ASKED)	LEVEL OF STAFF ASKING DV QUESTIONS OR DOING SCREENING	LEVEL OF DV TRAINING PROVIDED TO STAFF INQUIRING ABOUT DV
DMH	Mental Health Triage; Adult, Child and Specialized Foster Care versions	Questions (prompts) are designed to assess risk/safety concerns for the purpose of determining scheduling priority: <ul style="list-style-type: none"> Victim of violence/abuse Perpetrator of violence/abuse 	Any staff approved by program manager	For clinicians there is a licensure requirement of a one-time, two-day training in DV. There is no requirement for non-clinicians.
DMH	Full and Re-Assessments; Adults	Question (prompt) is designed to assess for clinically relevant aspects of psychosocial history, specifically family and relationships: <ul style="list-style-type: none"> Domestic violence 	Clinician	For clinicians there is a licensure requirement of a one-time, two-day training in DV. There is no requirement for non-clinicians.
DMH	Full and Re-Assessment; Child - Adolescent	Question (prompt) is designed to assess for clinically relevant aspects of developmental milestones, specifically environmental stressors: <ul style="list-style-type: none"> Exposure to family conflict/violence 	Clinician	For clinicians there is a licensure requirement of a one-time, two-day training in DV. There is no requirement for non-clinicians.
DMH	Co-Occurring Joint Action Council Screening Instrument	Questions are designed to assess for clinically relevant aspects of substance use disorder: <ul style="list-style-type: none"> Have you ever been in a relationship where your partner has pushed or slapped you? Before you were 13, was there any time when you were punched, kicked, choked or received a more serious physical punishment from a parent or other adult? 	Can be any staff but typically completed by a clinician as a required part of the Adult Assessment.	For clinicians there is a licensure requirement of a one-time, two-day training in DV. There is no requirement for non-clinicians.
DHS	Staying Assessment Healthy	Required by health plans for Medi-Cal managed care patients at annual physical with primary care provider. Includes 3 questions relevant (though not specific) to DV.	Generally patients fill out form themselves, but some sites have staff help patients go through the form. Patients can also fill it out in advance on the electronic patient portal.	Training not required.
DHS	Strong Start Initiative -MAMA's Neighborhood psychosocial assessment	Intimate Partner Violence questions asked of pregnant women by Perinatal Health Care Coordinators as part of psychosocial assessment at first visit. Repeated at least once per trimester and then once postpartum.	Perinatal Health Care Coordinators (community worker level staff)	Care Coordinators go through initial and periodic trainings to support administration of serial assessments and follow up contacts, including specific training on Intimate Partner Violence and Reporting.

OVERVIEW OF DOMESTIC VIOLENCE IDENTIFICATION PROCESS BY COUNTY DEPARTMENTS DPSS, DCFS, DPH, HACOLA, DMH, DHS				
COUNTY DEPT.	FORM USED AND TYPE OF TOOL	SCOPE OF CONVERSATION (WHY ARE QUESTIONS ABOUT DV BEING ASKED)	LEVEL OF STAFF ASKING DV QUESTIONS OR DOING SCREENING	LEVEL OF DV TRAINING PROVIDED TO STAFF INQUIRING ABOUT DV
DHS	Outpatient nursing intake	Includes one question relevant to DV – "Has anyone ever hurt or threatened you?" as part of general nursing intake at outpatient clinic visits.	Nursing	See below*
DHS	Domestic violence screening as part of ORCHID	Completed if patient answers Yes to question above during nursing intake.		
DHS	Emergency Department triage	Patients are asked if they were injured by a family member or significant other, or if they feel unsafe at home.		
*DHS Training (with emphasis on Emergency Departments):				
Harbor-UCLA: For medical residents, DV awareness is integrated into a number of lectures throughout the year. For nursing staff, the Dept. of Emergency Medicine Nursing Training Program includes a 1.5 hour lecture on intimate partner violence.				
Olive View: for medical residents, training on domestic violence recognition and management is part of the core curriculum for emergency medicine, and is included in the emergency medicine conference curriculum each year. Most of the ER and urgent care nursing supervisors attended the Domestic Violence Awareness Program 4 hour training offered by Human Resources in March.				
LAC+USC – for faculty and residents, intimate partner violence is covered in grand rounds by one of the attending physicians who is an expert in the field, every 3 years or so. All nurses going through the Emergency Nursing Training Program receive comprehensive lectures on Domestic Violence, covering all aspects (causes, recognition/identification, the assault cycle, prevention, documentation, legal aspects, psychosocial aspects, and follow up care). In addition, it is discussed during other lectures (trauma in pregnancy, trauma mechanisms, near-drowning, and trauma assessment).				
Orientation/Re-orientation: Each facility's orientation manual and annual re-orientation manuals include information on mandatory reporting of domestic violence and reporting protocols.				

4. A description of how the Homeless Initiative's Homeless Prevention Program for families will serve victims of domestic violence, specifically addressing the unique safety needs of this population

The Domestic Violence Workgroup discussed the barriers that a victim of domestic violence may have in accessing homeless prevention programs. As such, a representative selection of members of the Domestic Violence Workgroup will participate as collaborators in the implementation of Homeless Initiative Strategy A1, Homeless Prevention Program for Families. Recommendation of the Domestic Violence workgroup is that Strategy A1 includes protocol to address some of the special needs of victims of Domestic Violence, such as:

- Domestic Violence victims may not have yet left the batterer's home; and
- Domestic Violence victims may not have the documentation that would normally be required to access homeless prevention services.

Further updates on Homeless Initiative Strategy A1 and the intersection with Domestic Violence will be provided as part of the Quarterly Homeless Initiative updates to the Board.

5. A set of strategies for strengthening collaboration between domestic violence providers and homeless service providers, including the feasibility of convening to explore and document best practices for restoring families to safety and self-sufficiency

The Domestic Violence (DV) Workgroup had significant discussion about the need to strengthen collaboration between domestic violence providers and homeless service providers. Additionally, several representative members of the DV Workgroup attended the Lunch and Learn Session sponsored by Supervisor Kuehl's office on Domestic Violence services in Multnomah County to identify any documented best practices for restoring families to safety and self-sufficiency.

The DV Workgroup identified that some of the barriers to successful collaboration among the homeless services delivery system and domestic violence service delivery system include:

- Lack of funding to support domestic violence programs;
- Lack of data on victims of domestic violence; and
- Lack of best practices that are proven models based on data.

To address these issues, the DV Workgroup identified a need for an ongoing structure that brings together County Departments, Homeless Service Providers and DV Service Providers. As such, the Los Angeles Homeless Services Authority (LAHSA) will convene group of DV Service Providers and Homeless Service Providers to discuss and possibly plan a local DV Conference where a broader discussion can occur on strategies for strengthening collaboration between the mainstream County departments, DV and Homeless Service Providers.

An update on this item will be provided by September 9, 2016.

6. A report back on rental assistance, including rapid rehousing and housing choice vouchers available to victims of domestic violence

The Domestic Violence Workgroup had significant discussion about the nature of housing services needed to keep DV victims safe. To explore some of the concerns identified by the DV Workgroup, a request for technical assistance was submitted to the National Alliance for Safe Housing, District Alliance for Safe Housing, Inc. The initial conference call to discuss the needs of Los Angeles County is scheduled for May 12, 2014. An update on this item will be provided by September 9, 2016.

The DV workgroup identified that there is a lack of a "fit" between existing available housing services under Rapid Rehousing and how DV clients can be served. The attached document, prepared by members of the DV Workgroup, highlights this gap.

INTERSECTIONS BETWEEN HOMELESS & DOMESTIC VIOLENCE PROGRAMS

"[W]e remain committed to protecting all survivors of these forms of violence – women, children, and men. Having a safe, stable home is critical for survivors of domestic violence to start a new chapter in their lives . . ."

- HUD Secretary Julian Castro, March 2015

As we work together to ensure safe and stable housing for our community members, we must recognize that there is no "one size fits all" solution. Victims of domestic violence and their families experience the very real danger of physical harm, combined with recurring trauma, isolation, and other forms of abuse. The safety needs of domestic violence survivors, combined with their trauma histories, require specific scrutiny of programs which HUD and local government agencies consider "best practice." Domestic violence victims who are homeless make up 21% of the total homeless count in Los Angeles County. Domestic violence survivors have unique safety needs that require specialized services, supported by both targeted and increased funding.

Current HUD definitions and the application of HUD-supported programs do not adequately address the needs of domestic violence survivors. This document provides definitions of current homeless service models and discusses the challenges and opportunities for implementing these models to serve survivors of domestic violence.

Continuum of Care is HUD's term for the network of funders, service providers, and other agencies who address homelessness in a given region. Per HUD, *"The CoC Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness."*¹

Coordinated Entry System (CES) & Homeless Family Solution Systems (HFSS)

Both the single-adult CES and HFSS are intended to address homelessness in LA County by streamlining the application process for various services/programs. The current system does not include comprehensive procedures to ensure the short-term or long-term safety of victims of DV, Substance Abuse and stalking. HUD's Special Needs Assistance Programs released a brief: "Ensuring Access for Domestic Violence Survivors" within the Continuum of Care (CoC) of homeless funding.² This includes

¹ <https://www.hudexchange.info/programs/coc/>

² Oliva, Ann (2015). *SNAPS In Focus: Ensuring Access for Domestic Violence Survivors*. Retrieved from: <https://www.hudexchange.info/news/snaps-in-focus-ensuring-access-for-survivors-of-domestic-violence/>

safe locations that can maintain confidentiality of information provided, and interviewers trained to understand elements of DV and trauma, to ensure information disclosed during the interview is privileged. Additionally, sites must be language accessible. Often times, victims are unable to escape abuse if services are not provided in languages they speak. Any central data collection system must include a separate, secure and confidential module for DV victim information.

Downtown Women's Center (DWC) is one example of a program serving DV survivors that has entirely switched over to use of CES. Unfortunately, the data shows that the housing availability does not come close to meeting the need. From September 2013 to December 2015, DWC entered 599 women into CES and only 62 (10%) were matched to housing.

Permanent Supportive Housing (PSH) is designed for chronically homeless people, with a diagnosed disability/medical condition/mental illness and a certain amount of time spent homeless before qualifying for this program. Most PSH programs are designed for single adults (currently). This program design excludes most DV survivors, who are often housed until the time they choose to leave their housing as a result of continued domestic violence, and who may or may not have a medical or mental health diagnosis. HUD has not redefined the eligibility requirements for PSH, and until they do so, the majority of domestic violence victims will not be able to access PSH.

The PSH model is effective for single women who have histories of trauma and homelessness as evidenced by the success of Downtown Women's Center. Although 60% of the women living at Downtown Women's Center (DWC) have reported experiencing domestic violence in their lifetime, they entered PSH through the HUD Continuum of Care.

Rapid Re-Housing (RRH) provides temporary rental assistance for a limited period of time to homeless families. To qualify for rental assistance in LA, a family must either be currently living on the streets or in an emergency shelter. If a DV survivor is currently living at home with their abuser and attempts to access the RRH resources, they might be told they are either ineligible or must enter an emergency shelter first, even though "fleeing DV" qualifies a family for RRH. Given the lack of DV specific emergency shelter beds, it is not feasible to expect all DV survivors to enter shelter. While policies are changing in order to address the needs of survivors, there remains a gap between policy and practice. Additional education of homeless service providers at the local CES & HFSS lead agencies is needed in order to properly support survivors.

Financial abuse experienced by many survivors creates additional barriers to accessing RRH, as they are often starting with little to no income when the decision is made to leave their abusive situation. The 3 to 12 months of assistance provided in the RRH model is often insufficient time for victims of domestic violence to overcome trauma and address legal and other issues, such as adequate childcare, that assist them with obtaining employment to cover the cost of rent.

Batterers continue to pursue their victims after separation, particularly when children are involved. Accordingly, placing survivors in a known unprotected location immediately following the survivor's decision to leave may subject that survivor and their children to an increased level of danger.

Transitional Housing Programs (THP) is supportive housing with a time limit (typically 12-24 months). The program design is equivalent to the services and type of housing provided by PSH providers: wraparound services offered on-site, case management, counseling, support groups, etc. THPs provide a safe refuge for survivors to establish a home free from violence. When a victim flees their abuser, they are at the greatest risk of a lethal assault.³ Most government-funded emergency shelter programs are required to limit the length of stay to a few months at most. This puts victims in danger of being located by an abuser who may retaliate with deadly violence when they move from a confidentially-located emergency shelter into permanent housing. DV-specific transitional housing that is confidentially-located provides safe housing during the time it takes to secure protective orders and resolve other legal issues which may put the victim at risk. Batterers often withhold adjusting victims' immigration status to threaten deportation without the children as a way to control the victims. Adjusting immigration status to enable victims to become employable also takes longer than the emergency shelter stay.

For the safety of survivors, and to promote survivor choice, a true Continuum of Care will include multiple options for housing support and stability: emergency shelter, transitional housing, RRH, PSH, and a pathway to permanent affordable housing options, such as Section 8.

³ Campbell, et al., *Risk Factors for Femicide in Abusive Relationships: Results from a Multisite Case Control Study*. Published in the American Journal of Public Health, June 2003.

7. A report back on DMH programs, or efforts in place to support domestic violence victims

The Department of Mental Health (DMH) has a variety of programs currently in place to address the needs of domestic violence victims. Domestic violence victims that meet the criteria for specialty mental health services can – and are – seen in DMH directly operated and contract programs. In addition, DMH offers several Prevention and Early Intervention evidence-based practices focusing on individuals who are in crisis or suffering from trauma. These include the following:

- Crisis-Oriented Recovery Services, which help individuals, focus on immediate situations that may be part of the domestic violence situation (e.g., an incident of abuse, loss of residence, arrest of perpetrator, etc.);
- Prolonged Exposure-Post Traumatic Stress Disorder Services, which assist individuals to process traumatic events and reduce symptoms of PTSD in addition to depression, anger and anxiety;
- Seeking Safety – a present-focused therapy that helps people attain safety from trauma, PTSD or substance abuse, focusing on the development of safe coping skills while utilizing a self-empowerment approach; and
- Trauma-focused CBT, an early intervention for transition age youth intended to reduce symptoms of depression and psychological consequences of trauma resulting from various events including domestic violence and traumatic loss.

Within each of the County's eight Service Areas, DMH has ensured that clients of domestic violence shelters can be accommodated within existing directly operated and contracted programs, and that information is available regarding how to access these services.

In an effort to explore additional opportunities for supporting domestic violence providers, DMH staff also met with several representatives of the domestic violence shelters. As a result, DMH will be implementing the following:

- Additional training in issues surrounding domestic violence for DMH staff;
- Training of domestic violence programs regarding mental health services; and
- Including domestic violence providers in the DMH stakeholder planning process for expansion of Prevention and Early Intervention (PEI) programs.

8. A report back on options for increasing funding for Domestic Violence Shelter-Based Programs

Currently domestic violence shelter based programs are funded by marriage license fees and batterer's program fees. Apart from those funding sources, a reallocation of general funds or a special tax could increase funding. This will be elaborated upon in the separate response by the Office of the County Counsel.



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SACHI A. HAMAI
Chief Executive Officer

May 9, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

HOMELESS INITIATIVE QUARTERLY REPORT

On February 9, 2016, the Board approved the Los Angeles County Homeless Initiative (HI) recommendations, including 47 strategies to combat homelessness and \$99.7 million in one-time funding, and instructed the Chief Executive Officer (CEO) to report back to the Board on a quarterly basis regarding the implementation status and outcomes of each strategy. This is the first HI quarterly report to the Board of Supervisors which addresses the implementation status of the 47 approved strategies, and several of the additional recommendations approved by the Board on February 9, 2016.

Additionally, a list of directives was issued to the CEO based on the Board's approval of a motion by Supervisor Ridley-Thomas (Item 47-A, February 9, 2016 Board agenda). The CEO has already responded to most of the directives in this motion; the outstanding directives are addressed below.

Status Update on HI Strategies

The 12 Phase I strategies are all on target for full or partial implementation by June 30, 2016. The projected implementation timeframe for the non-Phase I strategies ranges from June 2016 – June 2017. The attached chart provides information on the status of all 47 strategies (Attachment 1).

"To Enrich Lives Through Effective And Caring Service"

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Update on City Participation

On February 9, 2016, the Board instructed the CEO to convene a Regional Summit to Combat Homelessness, including all 88 cities in the County, to discuss the County's strategies and specific city opportunities to combat homelessness. Homelessness is not confined by jurisdictional boundaries; thus, establishing a strong, on-going partnership with cities in the region is critical to successfully combating homelessness.

The Mayors' Regional Summit was hosted by the City of South Gate on March 31, 2016. Nearly 200 people attended representing 56 cities and the unincorporated area which together account for 95% of the countywide homeless population. The city participants included 16 Mayors; 7 Mayors pro tem; 8 Councilmembers; 12 City Managers; and 5 Assistant City Managers. Other participants included a wide array of city and County staff, Councils of Government, U.S. Department of Housing and Urban Development, Los Angeles Homeless Services Authority and the United Way of Greater Los Angeles. The cities that participated in the Summit are identified in Attachment 2.

The Summit focused on briefing and engaging the cities on specific strategies where they can partner with the County to combat homelessness; discussing challenges and opportunities that the cities face; and concrete next steps. The Homeless Initiative is currently collaborating with the cities that have expressed interest in implementing specific strategies. Proactive outreach efforts are continuing in order to maximize cities' participation.

Update on the Office on Homelessness

On February 9, 2016, the Board instructed the CEO to include the establishment of an Office on Homelessness in the FY 2016-17 Recommended Budget. The Recommended Budget includes an Office of Homeless within the CEO with the charge of continuing to oversee and support the implementation of the HI strategies, participating with strategy leads in the administration of the programs and program budgets established via the strategies, supporting County departments in their efforts to combat homelessness, and addressing directives issued by the CEO and Board offices to combat homelessness.

Prioritizing Housing and Services for the Highest Users of the County System

On February 9, 2016, the Board directed the CEO to prioritize housing and related services for homeless single adults for whom the County incurs the highest costs, and identify potential resulting savings to be redeployed to combat homelessness. The Enterprise Linkages Project (ELP) system can be used to generate a periodic list of

homeless single adults for whom the County incurs the highest costs, through the same methodology that was used in the CEO's January 2016 report: The Services Homeless Single Adults Use and their Associated Costs. As a first step toward implementing the Board's direction, the CEO has been working with County Counsel with the goal of enabling such a list to be shared with the County departments and agencies responsible for delivering housing and related services to homeless single adults.

Ongoing Revenue to Combat Homelessness

On February 9 and 23, 2016, the Board of Supervisors instructed the CEO to explore options to increase revenue dedicated to address Los Angeles County's homeless crisis. The Board also directed the CEO to conduct polling and research activities to inform the Board as to the optimum timing of when the various revenue options, if authorized, should be submitted for voter approval; and to further clarify the full impacts of the revenue options that are being considered for the November 2016 ballot and take into consideration local and state initiatives and any additional local measures.

On March 9, 2016, the CEO provided an interim report to the Board of Supervisors on the various revenue options, supplemented by a memo on March 30, 2016, which provide revenue estimates for four of the identified options. On April 22, 2016, the CEO submitted polling results for the following potential revenue options: Parcel Tax; Marijuana Tax; Transaction and Use Tax; and local supplement to Mental Health Services Act Tax. This polling also took into consideration a statewide revenue initiative that may appear on the November 2016 ballot, as well as the potential local 2016 Transportation Measure known as R2 and the potential Park Measure.

Community Participation in Implementation Planning for the HI Strategies

Following the Board's approval of the HI on February 9, the HI Team invited community members to participate in the implementation planning process. Invitations were sent to those who participated in prior Homeless Initiative planning activities, such as the policy summits and countywide community meetings, as well as those who submitted inquiries and suggestions via email and letters.

The Homeless Initiative website is the main vehicle for diverse public and private partners to sign up to volunteer to participate during this phase. As of April 28, 2016, 145 community members have volunteered to participate in the implementation planning process. All 47 strategies have garnered community volunteers with a total of 430 sign-ups (an average of 3 strategies per volunteer). The nature of stakeholder involvement will vary by strategy, and may range from participation in ongoing workgroup meetings to reviewing and providing input on draft policy and procedures documents.

Protocol to Engage People with Lived Experience in HI Implementation Planning

As a means of engaging current and formerly homeless persons in the initial HI planning process, the CEO's HI Team and LAHSA conducted two focus group sessions with the purpose of identifying policy and program barriers to stable housing; identifying support services and resources that may not currently be available; and generating ideas and recommendations based on the experiences of current and formally homeless persons. A report on these focus group sessions was provided to the Board as part of the CEO's February 9, 2016 HI Board letter.

To enable current and formerly homeless persons to provide ongoing input regarding the implementation of the HI strategies, the attached Los Angeles Continuum of Care Homeless Advisory Group (HAG) Protocol was developed (Attachment 3). The Protocol provides a process which County departments/agencies may use to request a review of documents that are focused on combatting homelessness.

Response to Item 47-A from the February 9, 2016 Board Meeting

Responses to directives 2, 3, 5, 7 and 8 were previously submitted to the Board based on the due dates specified in the motion. Below is an update on the three directives for which a response has not been previously submitted:

- Directive 1 instructed the CEO to develop a plan to allocate and expend all funding based on geographic need per Services Planning Area (SPA) if reasonable, as determined by the latest Homeless Count results for the Los Angeles, Glendale, Pasadena, and Long Beach continua of care and report back to the Board in 90 days. The attached chart (Attachment 4) identifies those strategies where it is reasonable to allocate all funding based on geographic need per SPA, and explains why is not reasonable to do so for the remaining strategies. For one strategy, B7 – Interim/Bridge Housing for those Exiting Institutions, more information is needed before a determination can be made.
- Directive 4 instructed the CEO, in coordination with the County's Community Development Commission, to provide recommendations on the creation of a database (website) comprised of community residents interested in helping to facilitate the siting of affordable and permanent supportive housing across the County, and report back in 60 days.

To date, there has been a series of meetings to discuss this effort and it was agreed that an extension of the report back timeline would be needed in order to conduct an in-depth exploration of what is required to create the website. On April 11, 2016, the CEO requested a 120-day extension to August 11, 2016 to submit this response.

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- Directive 6 instructed the CEO to report back in 120 days on a capacity building initiative to support cities that want to successfully partner with the County to achieve the outcomes sought via the HI. This effort is currently under way and the report will be submitted to the Board in August 2016.

Conclusion

As homelessness is a regional problem that can only be effectively addressed with a commitment to action by the County, cities, and a wide array of other organizations across the County, the Homeless Initiative will continue to conduct a robust community engagement process to build and strengthen relationships with a wide array of public and private partners.

The next HI quarterly report will be submitted on August 9, 2016. Please let me know if you have any questions, or your staff may contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752, or at pansell@ceo.lacounty.gov.

SH:JJ:FAD
PA:MDC:ef

Attachments (4)

c: Executive Office, Board of Supervisors
 County Counsel
 District Attorney
 Sheriff
 Alternate Public Defender
 Animal Care and Control
 Arts Commission
 Beaches and Harbors
 Child Support Services
 Children and Family Services
 Community and Senior Services
 Community Development Commission
 Consumer and Business Affairs
 Fire Department
 Health Services
 Los Angeles Homeless Services Authority
 Mental Health
 Military and Veterans Affairs
 Parks and Recreation

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Probation
Public Library
Public Health
Public Social Services
Public Works
Regional Planning
Superior Court

Homeless Initiative Quarterly Report – As of April 15, 2016

Status of Strategies to Combat Homelessness

Strategies	Target Implementation Date	Status	Next Steps
Prevent Homelessness			
A1 - Homeless Prevention Program for Families	June 15, 2016 -Phase 1	DPSS and LAHSA will implement A1 in two phases.	<ul style="list-style-type: none"> • Convene a meeting with the collaborating agencies and community volunteers to solicit input on the Phase 2 implementation plan. • Finalize performance metrics. • Complete training for all impacted LAHSA and DPSS staff. • Roll-out Phase 1. • Finalize statement of work and contract amendment to support additional Phase 2 services and caseload increases.
	Fall 2016 - Phase 2	<p>Phase 1 will include:</p> <ul style="list-style-type: none"> • Implementation of a pilot to refer, assess and provide 70 additional families with customized homeless prevention services through the HFSS Family Solution Centers. • Expansion of the following prevention services for all eligible CalWORKs families: <ul style="list-style-type: none"> - Increase Emergency Assistance to Prevent Eviction (EAPE) lifetime limit from \$2,000 to \$3,000 - Increase Rental Assistance limit from 4 to 8 months for WW families participating in Family Stabilization <p>Phase 2 will include:</p> <ul style="list-style-type: none"> • Expansion of the Phase 1 pilot countywide. • Hiring additional staff at the HFSS Family Solution Centers countywide to serve more CalWORKs and (potentially) non-CalWORKs families. • Provision of legal services to prevent families from being evicted. 	
A2 – Discharge Planning Guidelines	January 2017	Implementation planning is in the very early stages.	The initial work group meeting will be convened in May 2016.

Strategies	Target Implementation Date	Status	Next Steps
A3 – Housing Authority Family Reunification Program	Implemented (HACLA) December 2016 (HACoLA)	<p>A meeting with HACLA, the CEO, Probation and LASD was convened on 3/17/16. LASD made its first referral for the HACLA- administered program on 3/18/16. LASD began training its staff on the utilization of the program on 3/17/16 and Probation will begin staff training on 6/30/16. A survey is being developed so that Probation and LASD can gather information from potential program clients who are interested in the program.</p> <p>HACoLA is currently evaluating the feasibility of implementing a similar program.</p>	<ul style="list-style-type: none"> • Completion of survey and analysis of responses by 6/30/16. • Initiate contacts by June 2016 with HACLA staff and service providers for this program to determine the capacity for the number of supervised persons who might be interested in participating in the program. • HACoLA's evaluation will be completed by 11/01/16. If HACoLA decides to begin a similar program, the target date for implementation is the end of December 2016.
A4 – Discharge From Foster Care & Juvenile Probation	January 2017	<p>Internal discussion between strategy leads to discuss strategy implementation has occurred. Primary focus for first phase of implementation is to increase housing capacity and housing/services options for non-minor dependents. Data on current capacity gathered and exploration on targeting Family Unification Program Vouchers is underway. Acknowledgement email to volunteer community stakeholders sent with meeting to include volunteers targeted for May 4, 2016.</p>	<ul style="list-style-type: none"> • Review outcome of January 2016 Request for Statement of Qualifications solicitation to increase Transitional Housing placement plus Foster Care placement. • Explore targeting FUP vouchers for TAY. • Solicit input from Collaborating departments and community volunteers. • Determine performance metrics.

Subsidize Housing			
B1 - Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	June 2016 – Phase 1 TBD – Phase 2 (contingent implementation of Strategy C4)	<p>DPSS and DHS will implement B1 in two phases. Phase 1 will include:</p> <ul style="list-style-type: none"> Extension (incrementally) of GR Housing Subsidies to all GR Offices for disabled homeless individuals applying for SSI. Implementation of a DPSS/DHS pilot to identify, refer, and assess homeless GR participants pursuing SSI who need DHS Intensive Case Management Services in addition to a housing subsidy. DPSS/DHS pilot staff working together to provide the most appropriate housing subsidy and services to maximize participants' chances of being approved for SSI. <p>Phase 2 is contingent upon implementation of Strategy C4, Countywide SSI Advocacy Program, and will include:</p> <ul style="list-style-type: none"> Expansion of the Phase 1 pilot countywide; Expansion of DHS Intensive Case Management Services to all GR Offices 	<ul style="list-style-type: none"> Draft DHS/DPSS budget according to distribution of the various sources of B1 funding. Share plan and solicit input from collaborating agencies and volunteer community stakeholders. Finalize performance metrics. Develop and complete training for Phase 1 impacted staff.
B2 - Expand Interim Assistance Reimbursement (IAR) to Additional County Departments and Los Angeles Homeless Services Authority	November 2016	<p>Ongoing discussion between Chief Executive Office, Social Security Administration and California Department of Social Services (CDSS) to confirm feasibility and process for expanding Interim Assistance Reimbursement (IAR) to the Department of Health Services and the Los Angeles Homeless Services Authority. Acknowledgement email to volunteer community stakeholders sent out, with meeting, to include volunteers targeted for May 2016.</p> <p>DHS and LAHSA have developed an operational plan for cities to participate in this strategy.</p> <p>DHS will administer the AB 109 and SB 678 funding for single adults and LAHSA will administer the funding for families and transition age youth.</p> <p>HACoLA has developed programs and marketing materials, met with partners to plan implementation, conducted a landlord outreach event, and has scheduled three additional landlord outreach events within the next few months. Implementation of this Strategy is ready to begin in May pending receipt of funding.</p>	<p>Upon response from CDSS:</p> <ul style="list-style-type: none"> Meeting with collaborating departments and volunteer Community Stakeholders will be scheduled to share CDSS guidelines for expanding IAR and obtain input. Process for reimbursement of IAR will be developed. MOU with CDSS will be amended to expand to additional departments, subject to concurrence from CDSS.
B3 - Partner with Cities to Expand Rapid Re-Housing	June 30, 2016	<p>DHS and LAHSA have developed an operational plan for cities to participate in this strategy.</p> <p>DHS will administer the AB 109 and SB 678 funding for single adults and LAHSA will administer the funding for families and transition age youth.</p> <p>HACoLA has developed programs and marketing materials, met with partners to plan implementation, conducted a landlord outreach event, and has scheduled three additional landlord outreach events within the next few months. Implementation of this Strategy is ready to begin in May pending receipt of funding.</p>	<ul style="list-style-type: none"> Meeting with cities interested in participating in this program will be held in mid-May to obtain their feedback and input before finalizing and implementing program. To date, 11 cities have indicated interest in participating in the program. Implementation plan scheduled to be completed by May 30th.
B4 - Facilitate Utilization of Federal Housing Subsidies	May 2016	<p>HACoLA has developed programs and marketing materials, met with partners to plan implementation, conducted a landlord outreach event, and has scheduled three additional landlord outreach events within the next few months. Implementation of this Strategy is ready to begin in May pending receipt of funding.</p>	<p>HACoLA will continue to develop brand -specific marketing materials, forms, and policies related to implementation of the three programs under this Strategy, as well as improve implementation protocols based on lessons learned once programs are underway.</p>

B5 - Expand General Relief Housing Subsidies	July 2017 (contingent on the availability of funding identified for this project)	DPSS will implement this strategy when Mandatory Substance Use Disorder Recovery Program (MSUDRP) savings are realized, which is not expected until FY 2017-18.	<ul style="list-style-type: none"> Continue to monitor for MSUDRP savings. Once sufficient MSUDRP savings is identified, project an implementation date for this strategy.
B6 - Family Reunification Housing Subsidy	January 2017	Initial meeting held with relevant County departments to discuss process of disseminating funds from various sources.	<p>Planning meeting to be held in late April to develop implementation plan for this strategy that will include evaluation of Homeless Families Coming Home pilot, staff training plan, and community partners' feedback mechanism to improve program design and/or implementation.</p> <ul style="list-style-type: none"> Continue information gathering about current discharge practices and need for bridge housing beds. LAHSA will continue working with providers of Transitional Housing programs that have had HUD funding reallocated to identify those interested in converting their beds to Bridge Housing and contract with providers that express interest. Probation and LAHSA will explore vehicles for entering into an agreement with a provider(s) to serve the probation population.
B7 - Interim/Bridge Housing for Those Exiting Institutions	June 30, 2016	<p>Meetings with all collaborative partners are being convened every two weeks. The group has discussed roles for the agencies in relation to the scope of the strategy and potential resources they can bring to make the strategy successful.</p> <p>Work groups for Strategies B7 and E8 have been combined.</p>	<ul style="list-style-type: none"> HACoLA will continue to engage LAHSA to further improve and streamline the referral process. HACoLA is also evaluating ways to increase the percentage of homeless applicants who are able to qualify for a housing choice voucher and then secure permanent housing.
B8 - Housing Choice Vouchers for Permanent Supportive Housing	June 30, 2016	Applicable policies related to this strategy have been incorporated into HACoLA's Annual Plan which was approved by the Board of Supervisors on 3/22/16. HACoLA has met with current partner Community Based Organizations to discuss referral process and possible improvements. HACoLA and LAHSA have agreed in principle on process to allocate 35% of turnover vouchers in FY 16-17 and 50% of turnover vouchers for 2017-18 and beyond for permanent supportive housing for the chronically homeless.	
Increase Income			
C1 - Enhance the CalWORKs Subsidized Employment Program for homeless families	November 2016	DPSS drafted an RFP in partnership with CSS, LAHSA and the South Bay Workforce Investment Board (SBWIB) to select service providers to subcontract with the SBWIB to provide CalWORKs subsidized employment and case management support to homeless families.	<ul style="list-style-type: none"> Finalize Performance Metrics. Release of RFP targeted for May 30, 2016.

C2 – Increase Employment for Homeless Adults by Supporting Social Enterprises	June 2016- Phase 1 September 2016 - Phase 2 November 2016- Phase 3	<p>Department of Consumer and Business Affairs (DCBA) added as a co-lead. Strategy will be implemented in 3 phases:</p> <ul style="list-style-type: none"> Phase 1 will include: <ul style="list-style-type: none"> Expansion of the Transitional Job Opportunity Preference Program (TJOP) to include Social Enterprise. Development of a comprehensive inventory of services provided in LA County by Social Enterprise. Collaboration with cities to adopt a similar Social Enterprise Ordinance. Phase 2 will include: <ul style="list-style-type: none"> Enhancement to the countywide procurement process to award extra points during the contracting process to bidders who agree to subcontract with Social Enterprise. Development of a Request for Statement of Qualifications (RFSQ) to support the creation of Alternate Staffing Organizations (ASOs). Designating ASOs as preferred temp agency for County departments, contractors and sub-contractors. Phase 3 will include: <ul style="list-style-type: none"> Provision of subsidies to the ASOs procured through the RFSQ. Leveraging the DPSS Transitional Subsidized employment program to place program participants with ASOs operated by Social Enterprise. 	<ul style="list-style-type: none"> Ordinance drafted, targeted to go to Board in June 2016. (Phase 1, bullet 1) Meeting with collaborating agencies/stakeholders scheduled for May 9 to obtain input on draft ordinance and Social Enterprise Certification Program. (Phase 1, bullet 1) Instructions/training for departmental contract staff on expansion of TJOP being developed. (Phase 1, Bullet 1) Comprehensive inventory being finalized. (Phase 1, Bullet 2) Ongoing collaboration with cities encouraging their implementation of this strategy. (Phase 1, Bullet 3) Work with ISD to develop standard county language for awarding extra points during the contracting process to contractors who agree to subcontract with Social Enterprises. (Phase 2, Bullet 1) Statement of Work being drafted for RFSQ to support ASOs operated by Social Enterprise. (Phase 2, bullet 2)
C3 - Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs	June 2016	Internal planning underway to develop a plan and conduct expanded outreach to homeless service providers to inform them of the county's examination process and ensure systematic sharing of employment opportunities. Also, a master calendar of exams is under review to identify appropriate examinations for the target population.	<ul style="list-style-type: none"> Meeting with collaborating departments and volunteer community stakeholders will be scheduled. Finalize performance metrics.

C4 - Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness	November 2016	Internal planning is underway with DHS and DPSS' solicitation for SSI Advocacy Services targeted for release by end of June 2016. Met with DHS Office of Diversion and Re-Entry and Sheriff to discuss incorporating C6, Targeted SSI Advocacy for Inmates, into solicitation. Exploring possibility of expanding Statement of Work to include Veterans Benefits Advocacy as described in Strategy C5, which may result in separate or consolidated contract(s) depending on the needs of the programs. Acknowledgement email to volunteer community stakeholders sent informing them that a joint C4/C6 planning meeting will be scheduled in the near future.	<ul style="list-style-type: none"> • Meeting with collaborating departments and volunteer community stakeholders will be scheduled. • Finalize performance metrics. • Issue contract solicitation.
C5 - Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness.	January 2017	Internal discussion on scope of strategy C5 held with CEO. Exploring with DHS possibility of expanding Statement of Work for Strategy C4 to include Veterans Benefits Advocacy, which may result in separate or consolidated contract(s) depending on the needs of the program..	<ul style="list-style-type: none"> • Meeting with collaborating departments and volunteer Community Stakeholders will be scheduled. • Collaborate with DHS on procurement process. • Develop statement of work. • Finalize performance metrics.
C6 - Targeted SSI Advocacy for Inmates	November 2016	Internal discussion between strategy leads to develop preliminary plan to incorporate jails as program site within the larger SSI Advocacy program being established under Strategy C4. Acknowledgement email to volunteer community stakeholders sent informing them that a joint C6/C4 planning meeting will be scheduled in the near future.	<ul style="list-style-type: none"> • Meeting with collaborating departments and volunteer community stakeholders will be scheduled. • Finalize performance metrics. • Issue contract solicitation.
Provide Case Management and Services			
D1 - Model Employment Retention Support Program.	November 2016	Initial plan to develop strategy discussed among strategy leads. Research on national best practices and inventory of existing employment retention programs, including services provided, are being compiled. Set of model employment retention services will be identified and existing programs will assess how model program can be incorporated. Options are being explored to track the effectiveness of the Model Employment Retention Support Program..	<ul style="list-style-type: none"> • Meeting with collaborating departments and volunteer community stakeholders scheduled for May 2016. • Finalize performance metrics.

D2 - Expand Jail in Reach	June 2016 – Phase 1 July 2016 – Phase 2 October 2016 – Phase 3	<p>Strategy to be implemented in 3 phases:</p> <ul style="list-style-type: none"> • Phase 1 includes adding County DHS and Integrated Jail Health Services staff and engaging community providers. Staff will work as in-reach teams (1 SW and 1 custody assistant per team). • Phase 2 will include expansion of the current DHS intensive case management master services agreement to include areas of focus on in-reach service providers and work to build an IT system and organization for the jail to create a streamlined approach to identify inmates for in-reach services. • Phase 3 calls for securing at least two community providers in the jail supporting reentry to housing and services. 	<ul style="list-style-type: none"> • Continued discussions between LASD and DHS. • Convene workgroup including collaborating departments and community members. • Develop and implement solicitation process to secure contractors to conduct jail in-reach for inmates experiencing homelessness or at risk of homelessness. • Obtain CEO approval for County staff positions required to support in-reach activities, and recruit and hire staff.
	October 2016	LAHSA has budgeted a new staff position for FY 2016-17 to drive research and improvements to the quality of homeless supportive services.	<ul style="list-style-type: none"> • Hire Quality Standards Development Analyst. • Develop county-wide definition of Supportive Services. • Develop Quality Standards for Supportive Services.
	February 2017	DHS convened a series of meetings with a workgroup consisting of LASD, collaborative agencies and two representatives from community-based reentry organizations to explore the creation of an integrated reentry healthcare network serving Medi-Cal eligible individuals who are reentering the community from LA County jails. A document with the workgroup's recommendations pertaining to a re-entry healthcare network was developed and submitted to Health Agency and LA Care leadership on April 11, 2016.	<ul style="list-style-type: none"> • Schedule a meeting with Health Agency and LA Care leadership to determine next steps on implementation. • Convene a meeting of D4 partner agencies and community volunteers to inform them of the workgroup's implementation plan and to continue discussing best practices for serving individuals experiencing homelessness. • Develop implementation plan, including identifying initial participating clinic sites and determining whether a solicitation process to secure contracted services focused on homelessness will be included as part of this strategy.
	January 2017	The CEO and LAHSA have met to discuss the timeline of the strategy implementation, process of partner engagement, potential community-based partners, and desired outcomes.	<ul style="list-style-type: none"> • In May, LAHSA and CEO will co-convene a focus group meeting with various County Departments that provide different levels of homeless services (basic interface to intensive case management) to: (1) establish an understanding of current coordination amongst the County departments and community-based case managers, (2) and develop a self-assessment tool for all collaborating agencies. • LAHSA will identify and reach out to the Coordinated Entry System lead agencies to ensure community participation in the implementation meetings. • In June, LAHSA and CEO will co-convene all collaborating agencies to identify key areas where we can begin to improve coordination between the departments and service providers.

D6 - Criminal Record Clearing Project (CRCP)	October 2016	<p>The Public Defender's (PD) Office has worked internally to inform executive staff of the strategy and discuss a planning process.</p> <p>PD has also reached out to collaborating justice partners through the Office of Diversion.</p>	<ul style="list-style-type: none"> • Work to leverage and coordinate the CRCP with other strategies that will serve a similar clientele (Strategies A2, D2, D4, and B7). • Develop a scope of work for a procurement process to secure a contractor to provide training and technical assistance to agencies that will utilize the CRCP. • Establish training program for outside non-county agencies. • Establish contacts with outside non-county agencies. • Establishing referral process to County Alternative Courts.
Create a Coordinated System			
E1 - Advocate with relevant federal and state agencies to streamline applicable administrative processes for SSI and veterans benefits	October 2016	<p>Working with collaborating departments to identify where advocacy is needed. Preliminary conversations on potential areas of advocacy discussed with US Interagency Council on Homelessness and conversation with SAMHSA SOAR Team is scheduled. Acknowledgement email to volunteer community stakeholders sent, with meeting to include volunteers targeted for May 2016.</p>	<ul style="list-style-type: none"> • Meeting with collaborating departments and volunteer community stakeholders will be scheduled in May 2016. • Focus areas for advocacy to be identified.
E2 - Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	July 2017	<p>From January 9 to April 15, 2016, the Department of Public Health—Substance Abuse Prevention and Control (DPH-SAPC) has been engaged in a range of activities to plan and prepare for the launch of the Drug Medi-Cal Organized Delivery System (DMC-ODS), a pilot of California's "Medi-Cal 2020" Section 1115 waiver. On February 11, DPH-SAPC submitted its County Implementation Plan to the California Department of Health Care Services (DHCS) and the Federal Centers for Medicare and Medicaid Services (CMS). DPH-SAPC received comments on its plan from DHCS on February 24 and from CMS on March 11. On April 6, DPH-SAPC submitted a revised plan to both the State and Federal agencies incorporating their feedback. In addition, DPH-SAPC has initiated a series of DMC-ODS workgroups to solicit stakeholder input for specific proposals for operationalizing the various components of the DMC-ODS.</p>	<ul style="list-style-type: none"> • DPH-SAPC will complete the DMC-ODS implementation plan approval process with DHCS and CMS. • DPH-SAPC will submit for DHCS approval an attendant DMC-ODS fiscal plan to establish new provider payment rates. • The Board of Supervisors must execute a contract with DHCS to deliver DMC-ODS services. • CMS must approve the executed State-County contract pertaining to DMC-ODS services. • DPH-SAPC will develop new provider contract language to align with the requirements and operationalization of the DMC-ODS. • DPH-SAPC will continue to hold workgroups through August 2016, and beyond if necessary, to develop specific protocols, procedures, and requirements related to residential levels of care, withdrawal management levels of care, opioid treatment programs and medication-assisted treatment, case management, recovery support services, physician consultation, sober living/recovery residences, field-based services, and telehealth. • DPH-SAPC is exploring ways to enhance the provider network to serve eligible DMC-ODS populations, including field-based services for the homeless, and is working to ensure that providers are culturally competent and knowledgeable to serve the various high-risk populations.

<p>E3 - Create Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness</p>	<p>January 2017 – largely dependent on Whole Person Care (WPC) Pilot award from the CA Department of Health Care Services (DHCS)</p>	<ul style="list-style-type: none"> • Action Item 1 – Identify and Share Information: Cross-Agency work is underway to share data across County agencies, e.g. through the Comprehensive Enterprise Data & Analytics Repository (CEDAR). The Health Agency has created a preliminary framework for data integration across the Agency. • Action Items 2 and 4 – Case Management for health care services and connecting the homeless to health care: Coordinated efforts are in place countywide to identify individual needs of homeless individuals and link them to services. Housing for Health & the STAR clinic are leading efforts to engage and case manage homeless individuals in Metro LA. The C3 program is a strong example of this effort. • Action Item 3 – Health Literacy Education: The Health Agency continues to enroll qualified homeless individuals in Medi-Cal and helps beneficiaries to navigate primary health care. The WPC pilot and Health Homes opportunities will enhance our ability to identify those with chronic health conditions that would benefit from linkages with primary health care to stabilize and improve their overall health and well-being. Additionally, the Health Agency formed a cross-agency social and behavioral determinants workgroup that will focus on behavioral/health care screening and navigation to resources. This will include an emphasis on measuring and developing systematic approaches to address issues around low health literacy, including targeting homeless individuals. 	<ul style="list-style-type: none"> • Consider approaches to bringing more community-based partners into the data integration effort (Action item 1). This will be an emphasis in the WPC pilot. • Preparing for the submission of the WPC pilot application to DHCS. Action items 2 and 4 are largely tied to the WPC opportunity. • A meeting to initiate the process for Action item 3 is pending.
<p>E4 - First Responders training</p>	<p>June 30, 2016</p>	<p>A series of work group meetings have been convened to date. The Sheriff's Department (LASD) has secured commitments from several of the strategy's collaborative agencies. The Santa Monica Police Department training model has been discussed as a model to emulate and crucial learning areas have been identified. LASD has developed the framework for the training curriculum. LAHSA has committed to assisting with classroom instruction.</p>	<ul style="list-style-type: none"> • Finalize curriculum. • Identify presenters. • Identify benchmark for number of personnel trained in first six months/one year training. • Schedule classes. • Develop an outreach and publicity campaign to engage non-County first responders. • Present the First Responders Training to the quarterly meeting of the LA County Chiefs of Police as well as other regional law enforcement meetings.

E5 - Decriminalization Policy	June 30, 2016	<p>A meeting with Sheriff's Department personnel was conducted to discuss the decriminalization policy. A draft "decriminalization" policy has been developed. A training bulletin draft was also developed that goes into more depth for the first responder on the street. The draft policy and training bulletin is currently being reviewed.</p>	<ul style="list-style-type: none"> • Review of process and policy to be conducted by LASD executive staff. • Discussion of proposed policy with the Diversion Permanent Steering Committee. • Present the policy to the quarterly meeting of the LA County Chiefs of Police as well as other regional law enforcement meetings.
E6 - Countywide Outreach System	June 30, 2016 to commence phased implementation	<p>A framework has been developed for coordinated outreach which includes: 1) integrated outreach teams throughout the County with staff from DMH, DHS, DPH-SAPC, and LAHSA, which will coordinate with local regional teams via the Coordinated Entry System; (2) a countywide hotline for outreach requests; and 3) Regional Outreach Coordinators in each Service Planning Area.</p>	<ul style="list-style-type: none"> • Internal discussions within the three Health Agency departments regarding the feasibility and needs for staffing the integrated outreach teams. • Further discussion about the scope of work and related costs for the hotline. • Continued discussions on a potential procurement process to add community-based coordination staff (if deemed necessary). • A budget for the available \$3 million will be developed in May 2016.
E7 - Strengthen the Coordinated Entry System	October 2016	<ul style="list-style-type: none"> • Action Item 1 - Strengthen the network of housing locators in SPAs: On March 3rd, LAHSA conducted a community meeting to obtain feedback on the forthcoming LAHSA Coordinated Entry System (CES) RFP and how the CES can be strengthened, as the RFP is intended to enhance coordination and increase housing navigation capacity. • Action Item 2 - Common Core Curriculum Training: In March and April, LAHSA met with the Technical Assistance Collaborative, a group of non-profit providers who meet on a monthly basis, to discuss training needs of the front line workers participating in the CES. • Action Item 3 - Improvements to the CES/HMIS: LAHSA has been conducting a monthly CES Operations team meeting which includes representation from the SPA leads for CES, County and Los Angeles City, the Public Housing Authorities, Technical Assistance agencies, and United Way/Funders Collaborative to develop recommendations on the forthcoming HMIS RFP and policies and changes to strengthen the CES. 	<p>By Aug. 1, LAHSA will submit a detailed assessment and a recommended plan to: (1) Strengthen the CES systems for adults, families and youth; (2) train the CES staff; and (3) enhance the HMIS system to address both current and future needs. Interim activities will include:</p> <ul style="list-style-type: none"> • May 12: Convene a strategy committee meeting with the County departments and community agencies to provide an overview of the current CES systems and future RFPs. Will also engage the Committee to develop an assessment of the current coordinated entry systems and identify areas that can be strengthened. • May 19: Release a RFP for CES funding that will strengthen the coordinated entry systems within each SPA, including the network of housing locators. Programs will be implemented on Oct. 1. • May 19: Release a RFP for the Homeless Management Information System (HMIS); the vendor will be selected in Sept./Oct. 2016. • Develop a core curriculum for the CES direct service staff and protocols for external stakeholders. Training will begin by Oct. 1.

E8 - Enhance the Emergency Shelter System	June 30, 2016	LAHSA convened the first planning meeting with the collaborating departments and agencies to establish a mutual understanding and goals of the strategy. Additionally, the LAHSA program team is working with transitional housing providers (representing 2,000 beds) whose funding was reallocated under the most recent HUD Super NOFA in order to gauge interest and capacity to convert their programs to meet the goals of the shelter strategies. To date five programs with 130 to 170 beds have expressed interest in this model. LAHSA is also creating a survey to conduct with current emergency shelter providers to understand their capacity to convert to 24/7 crisis housing.	In order to assess current shelter services and capacity, LAHSA will collect information from the County departments and LAHSA-funded shelter providers about the details of the shelter programs, including fee for shelter service, case management offerings, and entrance requirements. LAHSA will meet with collaborating County departments and the City of Los Angeles to discuss low-threshold common criteria among shelters, appropriate bed payment rate, scope of work for the augmented shelters, and shelter sites that can potentially be augmented by June 30 th .
E9 - Discharge Data Tracking System	March 2017	No meetings have been planned to date. Coordination with the City of LA needs to be part of the implantation plan because the City of LA has a very similar strategy.	Meeting to be set in June with a smaller committee to discuss the implementation of this strategy.
E10 - Regional Coordination of Los Angeles County Housing Authorities	July 2016	In addition to existing interagency agreements with the City of Los Angeles and Pasadena, HACoLA, has executed agreements with the Housing Authorities of Inglewood and Baldwin Park. HACoLA has also reached an agreement in principle, pending execution of official interagency agreements, with the Housing Authorities of South Gate, Burbank, Long Beach, Norwalk, and Redondo Beach. Interagency agreements establish reciprocity between housing authorities regarding the use of housing vouchers, which enhances the ability of voucher holders to secure housing.	<ul style="list-style-type: none"> Survey of neighboring Housing Authorities to gauge interest in participating in quarterly regional Housing Authority roundtable meetings to identify common issues related to homelessness and to develop more integrated housing policies. HACoLA will continue to engage Housing Authorities to enter into interagency agreements.
E11 - County Specialist Support Team	January 2017	Work on this strategy will commence in May 2016. On April 8, 2016, a planning meeting with LAHSA took place to discuss potential community-based providers who will participate in the implementation planning meetings and their roles	<ul style="list-style-type: none"> In May, CEO will convene internal planning meetings with County departments to explore key issues including: the structure of the County Specialist Support Team, scope of work, appropriate classifications from each participating department, identification of Supervisor/Manager of the Team, potential physical locations, etc. LAHSA will provide a list of recommended community-based organizations to be involved in the implementation planning meetings. In July, CEO will involve community organizations in the planning meetings.

E12 - Enhanced Data Sharing and Tracking	June 2017, with partial implementation on a flow basis before then	<p>Very brief conversations between LAHSA and the CEO have been initiated on enhanced data sharing and tracking. A meeting with County Counsel occurred in early April to discuss making LAHSA a full-member of the Enterprise Linkages Project (ELP) and to obtain more frequent data submissions from the Homeless Management Information System (HMIS), as well as bi-directional data sharing with LAHSA from ELP (Action item 3). A data use agreement between LAHSA and the CEO is under review with County Counsel.</p>	<ul style="list-style-type: none"> • Action item 1: Collect various departmental intake forms (DHS; DMH; DPSS; Probation; Sheriff; DPH; DCFS) to determine how broadly departments define homelessness or at-risk of homelessness. Craft a common set of categories for the core health and human service and criminal justice departments which interact directly with homeless populations, as well as those that indirectly deal with homeless populations (i.e. parks and rec; libraries, etc.) for discussion and potential adoption at the July 2016 Homeless Initiative (HI) Implementation Planning Meeting. • Action item 2: Identify departments with homeless data elements, as well as those with no data elements for identifying homeless clients. Convene workgroup meeting with departmental leads that have homeless data markers to discuss costs for monthly data collection, if possible prior to the July 2016 HI Implementation Planning Meeting. For those departments with no homeless data flag, discuss proposed plan for capturing homeless data elements and convene workgroup meeting with departments prior to the October HI Implementation Planning Meeting for broader discussion at the October meeting. • Action item 3: Plan to make LAHSA a partner in the ELP is under review with County Counsel. • Action item 4: Further exploration of LAHSA's CES consent agreement will help inform the development of the most flexible consent agreement. Target consent agreement to be finalized for the July 2016 HI Implementation Planning Meeting for broader discussion with the departments. • Action item 5: LAHSA to review findings from 2016 Homeless Count and begin to draft potential countywide targets to reduce homelessness for chronic, TAY, single-adult, and family populations.
E13 - Coordination of Funding for Supportive Housing	June 2017	CDC and LAHSA have developed draft timeline to develop and implement plan to coordinate funding for supportive housing.	<p>Convene kickoff meeting with Health Services, Mental Health, HACLA, HACoLA and LA City Housing and Community Investment Department. In the coming months this committee will review existing policies and processes for capital operating subsidies and service funding to look for areas of opportunity for alignment, determine the feasibility of a coordinated funding application and award process and engage the stakeholders who volunteered to participate in this process.</p>

E14 - Enhanced Services for Transition Age Youth	<p>August 2016- Phase 1</p> <p>December 2016- Phase 2</p> <p>January 2017- Phase 3</p>	<p>Internal discussion between strategy leads has occurred. strategy will be implemented in 3 phases:</p> <ul style="list-style-type: none"> • Phase 1- Increase and maximize collaboration between County departments/CBO's and release RFP to include expansion of Youth CES, housing navigation, and drop-in centers. • Phase 2- Award contracts to expand Youth CES. • Phase 3- Implement a Youth Housing Stability Assessment Pilot. <p>Acknowledgement email to volunteer community stakeholders sent out, with doodle poll to identify feasible meeting date.</p>	<ul style="list-style-type: none"> • Meeting with collaborating departments and volunteer community stakeholders will be scheduled. • Finalize performance metrics. • Release RFP to include expansion of Youth CES, housing navigation and drop-in centers. • Identify/develop appropriate screening tool for Youth Housing Stability Assessment Pilot.
E15 - Homeless Voter Registration and Access to Vital Records	June 30, 2016	<p>Registrar-Recorder/County Clerk (RR/CC) had several implementation planning meetings to develop action steps and the associated timeline. A document that aims to educate County Departments, community-based organizations and homeless individuals on voting rights and how to register to vote is under development. RR/CC also participated in the <i>Mayors' Regional Summit to Combat Homelessness</i> where information on outreach partnerships and sample resources were provided to the 56 cities who participated in the Summit. RR/CC assessed the current process of homeless clients obtaining vital records, and concluded that a process change is unnecessary at this time. There is an opportunity to make the current process more client-friendly by educating county departments, community-based organizations and homeless individuals on the process.</p>	<ul style="list-style-type: none"> • In May, RR/CC will develop and distribute the following draft documents to the partnering County departments and community agencies for feedback on following outreach documents: (1) Voting rights and process of voter registration; and (2) Process of obtaining vital records. • In June, RR/CC will begin to assess if there is a need to place additional polling place(s) within a reasonable proximity of homeless shelters and services.

E16 - Affordable Care Act Opportunities	January 2017 – largely dependent on Whole Person Care (WPC) Pilot award from the CA Department of Health Care Services (DHCS)	<p>The county continues to enroll and expand access to services for individuals who qualify for MediCal. In addition to coverage expansion, the ACA has led to benefit expansion, which has increased services available to homeless individuals. Implementation of the Drug Medical Waiver (see Strategy E2) is a key example.</p> <p>These changes lay the foundation for the WPC and Health Homes opportunities. If approved/funded, these initiatives will allow the Health Agency to build critical infrastructure to fill current care gaps (e.g. recuperative care, sobering centers), strengthen integrated care delivery, and improve collaboration across Agency, county and community partners, as well as support intensive care management activities for the sickest and most vulnerable LA County residents. To date, the Health Agency has convened numerous internal, multi-stakeholder meetings to begin planning the WPC initiative, and is in the early stages of this process.</p>	<ul style="list-style-type: none"> • Key next steps in WPC include increasing multi-stakeholder engagement (e.g. Health Agency, health plan and community partners) to design the WPC concept and submit an application for the WPC pilot. The State anticipates notifying awardees in the fall of 2016. • The Health Agency hopes to use WPC in the coming year to lay a strong foundation for the Health Homes initiative in 2018. For the time being, the Health Agency is awaiting greater clarity on the structure of the Health Homes program.
E17 - Regional Homelessness Advisory Council and Implementation Coordination	September 30, 2016	Initial meetings have taken place to develop a structure for the Regional Advisory Council that will be inclusive of diverse stakeholders and partners.	<ul style="list-style-type: none"> • Planning meetings in April and May to formalize and operationalize the Regional Advisory Council. The first meeting of the Regional Advisory Council is targeted for September 2016. • Performance metrics will be developed with the Executive Committee of the Regional Advisory Council. • The Joint City and County Implementation group will report regularly to the Regional Advisory Council.
Increase Affordable/Homeless Housing			
F1 - Promote Regional SB 2 Compliance	February 2017	Regional Planning (DRP) internally developed a preliminary scope of work for the strategy, mapped out a timeline to issue a Request for Proposals (RFP), and identified a stakeholder contact list via the Homeless Initiative team.	<ul style="list-style-type: none"> • Finalize and issue RFP. • Reach out to State Department of Housing and Community Development. • Reach out to stakeholder groups. • Inventory and analyze existing emergency shelters and transitional housing in the unincorporated areas.
F2 - Linkage Fee Nexus Study	February 2017	DRP convened two stakeholder meetings to discuss and garner input on multiple affordable housing strategies, including the establishment of a linkage fee. DRP worked internally to develop a preliminary scope of work and a timeline for issuing an RFP.	DRP will finalize and issue RFP and reconvene stakeholders to continue discussion on affordable housing development strategies.

F3 - Support for Inclusionary Zoning for Affordable Rental Units	Implemented	<p>On March 23, 2016, the CEO submitted a Sacramento Update advising the Board that the County's Sacramento advocates would support AB 2502, which amends Costa-Hawkins Rental Housing Act to allow for inclusionary housing requirements for new rental housing, per the Board's approval of this strategy.</p> <p>DRP conducted research on second dwelling unit programs, met with Arts Commission to address design issues, and met with various stakeholders to garner input. DRP held a kickoff meeting with relevant County departments to brainstorm ideas on the pilot project and establish next steps.</p> <p>CDC will administer the Second Unit Pilot Program in cooperation with DRP, and is in the process of securing a transfer of the funding for this pilot program.</p>	<p>CEO will continue to monitor progress of AB2502 and any other bill that supports inclusionary zoning for affordable rental housing.</p>
F4 - Development of Second Dwelling Units Pilot Program	February 2017	<p>DRP will:</p> <ul style="list-style-type: none"> Follow up with cities/counties with existing comprehensive second dwelling unit programs. Review composition of workgroup to strengthen participation. Identify and reach out to community stakeholders. Reconvene workgroup to develop framework of pilot program. <p>CDC will:</p> <ul style="list-style-type: none"> Focus on creating second unit designs through competitions by its architectural consultants. Work with DRP to identify ordinance modifications that will be needed for yard setbacks, parking, and lot coverage requirements. With DRP's participation reach out to individuals listed on the Community Volunteer List for concepts and ideas to achieve the goals of this strategy. Explore the feasibility of second units in the identified target areas. 	<p>DRP will:</p> <ul style="list-style-type: none"> Follow up with cities/counties with existing comprehensive second dwelling unit programs. Review composition of workgroup to strengthen participation. Identify and reach out to community stakeholders. Reconvene workgroup to develop framework of pilot program. <p>CDC will:</p> <ul style="list-style-type: none"> Focus on creating second unit designs through competitions by its architectural consultants. Work with DRP to identify ordinance modifications that will be needed for yard setbacks, parking, and lot coverage requirements. With DRP's participation reach out to individuals listed on the Community Volunteer List for concepts and ideas to achieve the goals of this strategy. Explore the feasibility of second units in the identified target areas.
F5 - Incentive Zoning/Value Capture Strategies	February 2017	<p>DRP convened stakeholder group meetings to discuss and garner input on incentive zoning and value capture, and other affordable housing strategies per Board's motion of 12/8/15. DRP worked internally to develop a preliminary scope of work for the strategy and to map out a timeline to issue an RFP. DRP also identified a stakeholder contact list via the Homeless Initiative team.</p>	<p>Finalize and issue RFP, and reconvene stakeholder groups to continue discussions.</p>
F6 - Use of Public Land for Homeless Housing	October 2016	<p>A list of CDC-owned properties was provided to CEO Real Estate. A preliminary list of all County-owned property potentially suitable for affordable housing is currently being compiled and vetted by the CEO and will be provided to the Homeless Initiative this summer.</p>	<p>The CDC is currently working on a CDC/Housing Authority Property Disposition Policy for the Board's consideration. The CEO is working on development of governing structure options, identification of funds for pre-development, and drafting of public land development policies.</p>

Participating Cities in the *Mayors' Regional Summit to Combat Homelessness*
Sponsored by County of Los Angeles
March 31, 2016

City of Artesia
City of Azusa
City of Baldwin Park
City of Bell
City of Bell Gardens
City of Bellflower
City of Beverly Hills
City of Bradbury
City of Burbank
City of Carson
City of Cerritos
City of Claremont
City of Compton
City of Covina
City of Cudahy
City of Culver City
City of Downey
City of Duarte
City of El Monte
City of El Segundo
City of Gardena
City of Glendale
City of Hawaiian Gardens
City of Huntington Park
City of Inglewood
City of La Mirada
City of La Puente
City of Lakewood

City of Lawndale
City of Long Beach
City of Los Angeles
City of Lynwood
City of Malibu
City of Monrovia
City of Montebello
City of Monterey Park
City of Norwalk
City of Palos Verdes Estates
City of Pasadena
City of Pico Rivera
City of Pomona
City of Redondo Beach
City of Rolling Hills
City of Rosemead
City of San Fernando
City of San Gabriel
City of Santa Clarita
City of Santa Monica
City of Signal Hill
City of Santa Fe Springs
City of South Gate
City of Torrance
City of Vernon
City of West Covina
City of West Hollywood
City of Whittier



ADMINISTRATIVE
OFFICE
811 Wilshire
Blvd., 6th Floor
Los Angeles, CA
90017
Ph: 213.683.3333
Fax:

**Protocol & Timeline
For Content Review by the
Los Angeles Continuum of Care Homelessness Advisory Group (HAG)**

1. Departments/Agencies may request review for documents that have a focus on Homelessness.
2. Departments/Agencies requesting review should email documents with email subject "HAG REVIEW REQUESTED." to LAHSA HAG Facilitator:

Ronald Williams, Planning Coordinator
rwilliams@lahsa.org
213.689.4091

3. Materials may be presented to HAG at a quarterly meeting or via email if review is needed prior to quarterly meeting. If presented at a quarterly meeting, Department representatives requesting content review will be invited to present material to HAG.
4. Feedback/recommendations may be provided by HAG verbally at quarterly meeting if material is presented at a meeting or via written comments provided by email.
5. HAG will be provided five (5) calendar days to provide comments. Requests for expedited review may be accommodated on a case-by-case basis.
6. All comments will be provided to LAHSA HAG Facilitator. LAHSA HAG Facilitator will compile comments and recommendations received from the HAG and forward to requesting party within five (5) business days.
7. Requests for expedited review may be accommodated on a case-by-case basis. Timeline for expedited review is four (4) business days. HAG will be provided 72 hours to review and comment, and LAHSA HAG Facilitator will compile comments and recommendations received from the HAG and forward to requesting party within one (1) business day.

Geographic distribution of Homeless Initiative funding based on countywide homeless count

Focus Area / Recommended Strategy		Geographic Distribution Recommended and Data Source	Geographic Distribution Not Reasonable	Not Applicable/ No funding	HPI- NCC*	Funding Allocated	
							Departmental Funding
A. PREVENT HOMELESSNESS							
A1	Homeless Prevention Program for Families	2016 Families Homeless Count			0		\$5 million one-time CalWORKs Fraud Incentives (DPSS)
A2	Discharge Planning Guidelines			X	0		0
A3	Housing Authority Family Reunification Program			X	0		0
A4	Discharges From Foster Care and Juvenile Probation			X	0		0
B. SUBSIDIZE HOUSING							
B1	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	2016 Adult Homeless Count			\$3,725,000		\$1 million one-time SB 678 funding (Probation)/ \$4 million one-time AB 109 funding
B2	Expand Interim Assistance Reimbursement (IAR) to additional County Departments and the Los Angeles Homeless Services Authority			X	0		0
B3	Partner with Cities to Expand Rapid Re-Housing	2016 Single Adult, Youth and Families Homeless Count**			\$8,000,000***		\$11 million one-time SB 678 funding (Probation) \$7 million one-time AB 109 funding
B4	Facilitate Utilization of Federal Housing Subsidies		X ¹		\$2,000,000		Interim Assistance Reimbursement of Rental Subsidies and redirected NCC savings resulting from ACA impact on MSUDRP (DPSS)
B5	Expand General Relief Housing Subsidies	2016 Adult Homeless Count			0		
B6	Family Reunification Housing Subsidy		X ²		\$1,000,000		\$2 million in one-time funding plus Reinvestment of Out-of-Home Placement savings (DCFS)
B7	Interim/Bridge Housing for those Exiting Institutions	Pending Determination ³			\$3,250,000		\$3.4 million one-time SB 678 funding (Probation) \$4.6 million one-time AB 109 funding
B8	Housing Choice Vouchers for Permanent Supportive Housing			X	0		0
C. INCREASE INCOME							
C1	Enhance the CalWORKs Subsidized Employment Program for Homeless Families	2016 Families Homeless Count			0		CalWORKs Subsidized Employment (DPSS)
C2	Increase Employment for Homeless Adults by Supporting Social Enterprises	2016 Adult Homeless Count			\$2,000,000		0
C3	Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County			X	0		0

¹ This strategy applies to section 8 housing vouchers administered solely by HACA so countywide data is not relevant.² This strategy involves housing families who are child welfare involved and have met all reunification criteria so allocating funding by geographic distribution of homeless is not relevant.³ Decision on geographic distribution will be made by June 2016. Additional discussion is ongoing.

Focus Area / Recommended Strategy		Geographic Distribution Recommended and Data Source	Geographic Distribution Not Reasonable	Not Applicable/ No funding	Funding Allocated	
	Jobs				HPI- NCC*	Departmental Funding
C4	Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness		X ⁴		0	Current SSIMAP Funding (DPSS)****
C5	Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness.		X ⁵		\$1,200,000 (from Homes for Heroes funding)	0
C6	Targeted SSI Advocacy for Inmates		X ⁶		0	\$1 million one-time AB 109 funding
D. PROVIDE CASE MANAGEMENT AND SERVICES						
D1	Model Employment Retention Support Program.			X	0	0
D2	Expand Jail In-Reach				\$2,000,000	\$3 million one-time AB 109
D3	Supportive Services Standards for Subsidized Housing			X	0	0
D4	Regional Integrated Re-entry Networks – Homeless Focus	2016 Total Homeless Count			\$800,000	\$2 million one-time AB 109 funding
D5	Support for Homeless Case Managers			X	0	0
D6	Criminal Record Clearing Project		X ⁸		\$200,000	
E. CREATE A COORDINATED SYSTEM						
E1	Advocate with relevant federal and state agencies to streamline applicable administrative processes for SSI and veterans benefits			X	0	0
E2	Drug Medi-Cal Organized Delivery System (DMC-ODS) for Substance Use Disorder Treatment Services			X	0	Drug Medi-Cal-Outpatient Drug Services (DPH)
E3	Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness			X	0	0
E4	First Responders Training			X	0	0
E5	Decriminalization Policy			X	0	0
E6	Countywide Outreach System	2016 Total Homeless Count			\$3,000,000	TBD
E7	Strengthen the Coordinated Entry System (CES)		X ⁹		\$2,000,000	0
E8	Enhance the Emergency Shelter System		X ¹⁰		\$1,500,000	0
E9	Discharge Data Tracking System			X	0	TBD
E10	Regional Coordination of Los Angeles County Housing Authorities			X	0	0
E11	County Specialist Support Team			X	0	0
E12	Enhanced Data Sharing and Tracking		X ¹¹		\$1,000,000	0

⁴ Strategy involves the creation of a system to effectively serve all disabled persons who are homeless or at risk of homelessness.

⁵ Strategy involves the creation of a system to effectively serve all disabled veterans who are homeless or at risk of homelessness.

⁶ Strategy involves serving incarcerated individuals so geographic distribution of homeless is not relevant.

⁷ Strategy involves serving incarcerated individuals so geographic distribution of homeless is not relevant.

⁸ Strategy involves the creation of a team that would serve all homeless individuals with criminal records referred to the project.

⁹ Strategy generally calls for strengthening the CES infrastructure, which serves all homeless individuals, so geographic distribution of homeless is generally not relevant; however, some portion of the funding for this strategy could be allocated geographically depending on the components of the plan that will be submitted to the Board of Supervisors for approval.

¹⁰ Strategy calls for converting current emergency shelters to 24/7 operations, so these expenditures will be driven by the location of those current shelters.

¹¹ Strategy calls for the development of a system that will provide data sharing and tracking on a countywide basis, so geographic distribution of homeless is not relevant.

Focus Area / Recommended Strategy		Geographic Distribution Recommended and Data Source	Geographic Distribution Not Reasonable	Not Applicable/ No funding	HPI- NCC*	Funding Allocated
						Departmental Funding
E13	Coordination of Funding for Supportive Housing			X	0	0
E14	Enhanced Services for Transition Age Youth (TAY)	2016 Youth Homeless Count			\$3,000,000	TBD
E15	Homeless Voter Registration and Access to Vital Records			X	0	0
E16	Affordable Care Act Opportunities			X	0	Medi-Cal (DHS/DMH/DPH)
E17	Regional Homelessness Advisory Council and Implementation Coordination			X	0	0
F. INCREASE AFFORDABLE / HOMELESS HOUSING						
F1	Promote Regional SB 2 Compliance		X ¹²		\$75,000	0
F2	Linkage Fee Nexus Study		X ¹³		\$450,000	0
F3	Support Inclusionary Zoning for Affordable Rental Units			X	0	0
F4	Development of Second Dwelling Units Pilot Program		X ¹⁴		\$550,000	0
F5	Incentive Zoning/Value Capture Strategies		X ¹⁵		\$50,000	0
F6	Use of Public Land for Homeless Housing			X	0	0
NEW FY 2015-16 FUNDING ALLOCATED BY BOARD OF SUPERVISORS ON FEBRUARY 9, 2016		\$50,525,000 (63%)	\$18,025,000 (23%)	0	\$35,800,000	\$44,000,000
		Pending determination \$11,250,000 (14%)				\$79,800,000
NEW FY 2015-16 FUNDING ALLOCATED BY BOARD OF SUPERVISORS PRIOR TO FEBRUARY 9, 2016						
Rapid Rehousing for Single Adults					\$10,000,000	0
Rapid Rehousing for Families					\$3,000,000	0
Homeless Prevention for Families					\$2,000,000	0
Homes for Heroes – Combating Veteran Homelessness					\$3,800,000	0
Veterans Housing Subsidies – Move-In Assistance					\$1,100,000	0
Total Allocated prior to February 9					\$19,900,000	0
					\$55,700,000	\$44,000,000
TOTAL NEW FUNDING						\$99,700,000

Strategies with red shading are identified as Phase 1 strategies, targeted for implementation by June 30, 2016

Strategies with red shading are identified as Phase 1 strategies, targeted for implementation by June 30, 2016.

*\$55.7 million is comprised of: (1) \$51.1 million approved by the Board on September 29, 2015; and (2) \$4.6 million of FY 2016-17 Affordable Housing dollars that are not dedicated for capital expenditures

** Strategy B3 includes funding for targeted populations; therefore, based on funding source, distribution of funding will be according to respective Homeless Count for target population that funding is tied to.

*** For Strategy B3 – Rapid Rehousing, \$2 million is earmarked to serve Transition Age Youth and \$5 million is earmarked for families.

**** \$6.8 million in ongoing annual DPSS SSIMAP funding has been identified for this strategy.

¹² Strategy calls for securing a consultant to develop a Countywide SB 2 strategy, so geographic distribution of homeless is not relevant.

¹³ Strategy calls for a nexus study for the development of an ordinance, so geographic distribution of homeless is not relevant.

¹⁴ Strategy provides limited funding for development of a Second Dwelling Unit Pilot program, in the unincorporated areas, so geographic distribution of homeless is not relevant.

¹⁵ Strategy calls for securing a consultant to assess various incentive zoning /value capture strategies, so geographic distribution of homeless is not relevant.



County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

June 9, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

CAPACITY BUILDING INITIATIVE TO SUPPORT CITIES TO ACHIEVE THE OUTCOMES SOUGHT IN THE HOMELESS INITIATIVE (ITEM 47-A, #6 AGENDA OF FEBRUARY 9, 2016)

On February 9, 2016, the Board approved the Los Angeles County Homeless Initiative (HI) recommendations, including 47 strategies to combat homelessness, \$99.7 million in one-time funding to support the strategies, and an instruction to the Chief Executive Officer (CEO) to convene a regional summit to combat homelessness to discuss the County's strategies and specific city opportunities to combat homelessness. In conjunction with the approval of the HI recommendations, the Board adopted a multi-part motion (item 47-A), which included an instruction (number 6) to the CEO to report back in 120 days on a capacity building initiative to support cities that want to successfully partner with the County to achieve the outcomes sought in the HI.

This is an initial report on the status of capacity building efforts to support the cities. A follow-up report will be submitted as part of the second HI Quarterly Report in August 2016.

Cultivating existing and new relationships with cities was the first step to helping cities build their capacity to combat homelessness. To that end, the County conducted a robust community outreach and engagement process to build and strengthen relationships with a wide array of public and private partners, including all 88 cities, since the inception of the HI in August 2015. Each engagement effort served as a building block to establish successful partnerships at different levels.

"To Enrich Lives Through Effective And Caring Service"

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Intra-County Correspondence Sent Electronically Only**

Here is a synopsis of key partnership activities with cities:

1. From October to December 2015, approximately 30 cities participated in one or more of the 18 policy summits that resulted in the 47 strategies approved by the Board on February 9, 2016. In each of the policy summits, the potential role of cities was explicitly addressed and many of the approved strategies include specific, unprecedented opportunities for cities to partner with the County in combatting homelessness. These opportunities include:
 - a. Contributing city funding toward the cost of rapid re-housing for homeless city residents;
 - b. Dedicating federal housing subsidies to permanent supportive housing for chronically homeless individuals;
 - c. Ensuring that law enforcement and other first responders effectively engage homeless families and individuals; and
 - d. Using land use policy to maximize the availability of homeless and affordable housing.
2. On March 31, 2016, the HI hosted the first *Mayors' Regional Summit to Combat Homelessness* in collaboration with our host, the Mayor of South Gate. Nearly 200 people attended representing 56 cities and the unincorporated area which together account for 95 percent of the countywide homeless population. The city participants included: 16 Mayors; seven Mayors pro tem; eight Councilmembers; 12 City Managers; and five Assistant City Managers. Other participants included a wide array of city and County staff, Councils of Government, U.S. Department of Housing and Urban Development, and the Los Angeles Homeless Services Authority. The Summit focused on briefing and engaging the cities on specific strategies; discussing challenges and opportunities that the cities face; and concrete next steps including the identification of strategies where the cities are interested in partnering with the County and city staff who will serve as the point of contact. A member of the HI team has been designated as the liaison to each of the 88 cities in the County.
3. In partnership with the Los Angeles Division of the League of California Cities, the County further engaged city elected officials and city managers to increase their awareness of the opportunities to combat homelessness in collaboration with the County. This included a discussion with the League's Legislative Committee on March 22, 2016 and a major presentation to the City Managers' Meeting on May 18, 2016.
4. On May 31, 2016, the Department of Health Services and the Los Angeles Homeless Services Authority held a meeting with 10 interested cities to discuss a draft operational plan for partnering with cities on rapid re-housing and to obtain feedback. The meeting

Each Supervisor
June 9, 2016
Page 3

was very constructive in clarifying administrative and programmatic processes. Two cities indicated that their respective city councils have already approved funding for this program and are ready to participate.

At the Regional Summit, held on March 31, 2016, cities were provided with the attached Planning Guide, "Los Angeles County Homeless Initiative Preparing for Collaboration: A Guide for Cities," to help the cities assess whether and how they would like to collaborate with the County on each of the 13 strategies where there are key opportunities for cities. The HI liaison for each city is now working with interested cities and connecting them to the lead department/agency for those strategies where a city wishes to participate. Additionally, the HI liaison for each Councils of Government has reached out to the Councils of Government to promote participation by the individual cities and collaboration among the cities in each Councils of Government.

Moving forward, the HI will continue to work with interested cities and Councils of Governments to maximize city participation in combating homelessness. This will include the identification of city needs for capacity building and an assessment of how those needs can be most effectively addressed.

Please let me know if you have any questions, or your staff may contact Phil Ansell, Director, Homeless Initiative at pansell@ceo.lacounty.gov or 213-974-1752.

SAH:JJ:FAD
PA:AO:ef/th

Attachment (1)

c: Executive Office, Board of Supervisors
County Counsel
Los Angeles Homeless Services Authority

LOS ANGELES COUNTY HOMELESS INITIATIVE

Preparing for Collaboration: A Guide for Cities

On February 9, 2016, the County Board of Supervisors approved a comprehensive plan to combat homelessness which includes 47 strategies. These strategies were developed after the County's Homeless Initiative conducted 18 policy summits that brought together frontline stakeholders from 30 cities, 25 Los Angeles County Departments, and more than 100 community organizations. Within the 47 strategies, there are 13 strategies where Cities could have a key role in partnering with the County to combat homelessness.

This document is intended to assist your City in defining the parameters of the problem within your jurisdiction, assessing resources currently available to address the problem, and determining how your City could collaborate with the County on the identified strategies. Your City will need to determine which questions would be helpful to answer.

GENERAL HOMELESS ASSESSMENT

What are the most significant issues around homelessness that impact your City?

What City Departments are most impacted by homelessness and how?

What City programs are currently available to serve the homeless?

Other than City programs, what homeless services are available in your City?

Which community stakeholders should be involved in collaboration with your City around homelessness?

Which City Departments that have contact with the homeless population have a protocol for interacting with community members who are homeless?

How much does your City currently spend (first responders, shelters, other City services, etc.) in serving homeless residents?

COUNTY STRATEGIES TO COMBAT HOMELESSNESS WHERE YOUR CITY HAS A KEY OPPORTUNITY TO PARTNER

PREVENT HOMELESSNESS – A1: Homeless Prevention Program for Families

How can your City identify families who are at risk of homelessness?

What are ways in which your City could partner with the County to reduce the number of families who become homeless?

Are you familiar with the County's Homeless Families Solution System's Family Solution Center (FSC) that serves your City? If so, how do you link families with the FSC?

What resources does your City have or that could be redirected for homeless prevention services for families?

What City department(s) would be best suited to lead your City's efforts around preventing homelessness for families?

SUBSIDIZE HOUSING – B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income (SSI)

How frequently are emergency services (ambulance, fire, paramedics) provided to disabled homeless City residents?

What City departments or community agencies could provide support to disabled homeless City residents pursuing SSI?

What are the housing opportunities in your City that could be appropriate for a disabled homeless resident pursuing SSI (e.g. rehabilitation facilities, senior/disabled housing)?

In what ways could the City partner with the County to reduce the number of disabled homeless residents in the City?

What resources does your City currently have or could redirect for housing subsidies to disabled homeless City residents pursuing SSI?

How many disabled homeless City residents pursuing SSI would your City like to provide a \$500/month contribution toward a 6-12 month rent subsidy? The County would fund the rest of the rent subsidy and all associated services, and the City's contribution could be reimbursed for those individuals who qualify for SSI.

SUBSIDIZE HOUSING – B3: Partner with Cities to Expand Rapid Rehousing

What could your City do to encourage landlords to provide housing opportunities to homeless residents?

How does housing instability impact your school district and what are the financial costs associated with reduced student attendance resulting from homelessness?

What resources does your City currently have or could redirect for housing subsidies to rehouse a homeless City resident/family for 6-12 months, while the family/individual gains the ability to pay their own rent, typically through employment?

How many homeless City residents would your City want to rehouse by contributing \$500/month for 6-12 months to match the County's contribution of the rest of the rent subsidy plus the full cost of services? How would the City like to collaborate with the County in identifying the City residents who should receive priority for a rapid rehousing subsidy?

What City department would be best suited to lead your City's efforts around this strategy?

SUBSIDIZE HOUSING – B8: Housing Choice Vouchers For Permanent Supportive Housing

Does your City have its own public housing authority? (If not, your City does not have an opportunity to collaborate on this strategy.)

How many Housing Choice Vouchers (Section 8) become available each year through routine turn-over?

Would you like to reduce the number of chronically homeless City residents by joining the County in committing 35% of your turnover Housing Choice Vouchers in FY 2016-17 and 50% each year thereafter for permanent supportive housing for chronically homeless families and individuals? The County will cover the ongoing service costs to accompany any Housing Choice Voucher which your City commits for this purpose.

INCREASE INCOME – C2: Increase Employment for Homeless Adults by Supporting Social Enterprise

How could your City work with the local Chamber of Commerce and business owners to increase employment opportunities for homeless/formerly homeless City residents by partnering with social enterprise?

Would your City be interested in adopting a City ordinance to provide increased employment opportunities by establishing a contracting/sub-contracting preference for social enterprise? A sub-contracting preference would extend the preference to bidders who agree to sub-contract a portion of the contract work to a social enterprise; this would greatly expand the range of City contracts in which a social enterprise could potentially participate.

What City department would be best suited to lead your City's efforts around increasing employment opportunities by supporting social enterprise?

**CREATE A COORDINATED SYSTEM – E4: First Responders Training
E5: Decriminalization Policy**

Does your City currently provide training for first responders regarding interaction with people who are mentally ill and/or homeless?

Is your City interested in participating in a working group with other LA County law enforcement agencies to standardize mental illness and homeless training for first responders?

What City first responders engage with homeless City residents and what are the reasons that they engage?

What barriers have been identified by first responders in serving homeless City residents?

How do first responders currently deal with encampments, homeless City residents living in vehicles and unsheltered homeless City residents?

Is your City interested in partnering with the County in implementing a standardized response for first responders (including the associated training) and promoting decriminalization of homelessness?

Does your City currently have a policy for interaction with homeless individuals centered on directing individuals to service providers, often referred to as a decriminalization policy?

Will your City participate in a working group with other LA County law enforcement agencies to develop and implement a reasonable and effective decriminalization policy?

Which City Department will coordinate implementation of these strategies?

CREATE A COORDINATED SYSTEM – E8: Enhance the Emergency Shelter System

Are any emergency shelters located in your City? If the Conditional Use Permit (CUP) for these shelter(s) does not currently permit 24/7 operation, how can your City facilitate modification of the CUP?

Does your City have a jail? If so, when homeless residents are released from jail, what actions are currently taken to prevent their return to homelessness?

What are ways your City could partner with the County to enhance the Emergency Shelter System?

What City ordinances or policies could your City change to enhance shelter opportunities for homeless City residents?

CREATE A COORDINATED SYSTEM – E10: Regional Coordination of Los Angeles County Housing Authorities

Does your City have its own public housing authority? (If not, this strategy does not apply to your City.)

Several Housing Authorities in the region have inter-jurisdictional agreements to eliminate jurisdictional boundaries in placing homeless veterans. Is your Housing Authority interested in joining this effort?

Is your Housing Authority interested in creating a regional approach to combating homelessness by eliminating jurisdictional boundaries for all homeless populations within the county?

How could collaboration with other public housing authorities in LA County maximize the effectiveness of your City's housing authority in combating homelessness?

Will your housing authority participate in a regular quarterly Homeless Issues Roundtable that will be convened by the Housing Authorities of the City and County of Los Angeles?

INCREASE AFFORDABLE/HOMELESS HOUSING – F1: Promote Regional SB2 Compliance

Is your City in compliance with SB 2? If not, what challenges (if any) have you encountered in complying with SB 2?

Are there opportunities for your City to partner with the County to promote continued compliance with SB 2 or to implement the provisions of SB2 in your City?

Which Department in your City has lead responsibility for the implementation of SB 2?

INCREASE AFFORDABLE/HOMELESS HOUSING – F2: Linkage Fee Nexus Study

Does your City have a housing impact fee or linkage fee program to support the production of affordable housing?

Has your City conducted a linkage fee study?

Does your City wish to pursue a nexus study as the required first step for implementation of a linkage fee?

INCREASE AFFORDABLE/HOMELESS HOUSING – F4: Development of Second Dwelling Units Pilot Program

Does your City have a second dwelling unit ordinance in place?

Could the development of second dwelling units increase the supply of affordable housing in your City?

What are the barriers (if any) to allowing/encouraging second dwelling units in your City?

Are there opportunities for your City to partner with the County to increase the development of second dwelling units in your City?

INCREASE AFFORDABLE/HOMELESS HOUSING – F5: Incentive Zoning/Value Capture Strategies

Does your City currently implement any incentive zoning/value capture strategies?

Would your City benefit from implementing any incentive zoning/valid capture strategies?

Are there opportunities for your City to partner with the County to utilize Incentive Zoning/Value Capture strategies to preserve and or develop affordable/homeless housing?

**IDENTIFICATION OF STRATEGIES WHERE YOUR CITY IS
INTERESTED IN POTENTIAL COLLABORATION WITH THE COUNTY**

<i>City of _____</i>			
Strategy	City Contact/Title/ City Department	Email Address	Phone #
<i>A1 - Homeless Prevention for Families</i>			
<i>B1- Subsidized Housing for Disabled Adults pursuing SSI</i>			
<i>B3- Expand Rapid Rehousing</i>			
<i>B8- Housing Choice Vouchers for Permanent Supportive Housing</i>			
<i>C2 – Increase Employment Opportunities by Supporting Social Enterprise</i>			
<i>E4- First Responders Training</i>			
<i>E5 – Decriminalization Policy</i>			
<i>E8- Enhance the Emergency Shelter System</i>			
<i>E10 – Regional Coordination of LA County Housing Authorities</i>			
<i>F1 – Promote Regional SB2 Compliance and Implementation</i>			
<i>F2 –Linkage Fee Nexus Study</i>			
<i>F4 – Development of Second Dwelling Units Pilot Program</i>			
<i>F5 – Incentive Zoning/Value Capture Strategies</i>			

Please complete and return this document by April 14, 2016, to:

Los Angeles County Homeless Initiative
493 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012
Email: HomelessInitiative@lacounty.gov

Upon receipt, a member of our Homeless Initiative Team will be in touch with the designated contact person/s.



SACHI A. HAMAI
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

August 9, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

HOMELESS INITIATIVE QUARTERLY REPORT #2

On February 9, 2016, the Board of Supervisors (Board) approved the Los Angeles County Homeless Initiative (HI) recommendations, including 47 Strategies to combat homelessness, and instructed the Chief Executive Officer (CEO) to report back to the Board on a quarterly basis regarding the implementation status and outcomes of each Strategy. The first quarterly report was provided to the Board on May 9, 2016. This is the second HI quarterly report to the Board, which addresses the implementation status of the 47 approved Strategies, as well as the status of additional related Board directives.

Status Update on HI Strategies

Over 20 percent of the HI Strategies approved by the Board have been fully or partially implemented, and substantial work has been undertaken on almost all of the remaining Strategies. The projected implementation dates for the remaining Strategies range from August, 2016 to June, 2017. The attached chart provides information on the status and next steps of all 47 HI Strategies.

Board Directives Associated with Approval of HI Strategies

In addition to approving the 47 HI Strategies, the Board approved various related directives. The following are updates on some of those directives:

"To Enrich Lives Through Effective And Caring Service"

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Intra-County Correspondence Sent Electronically Only**

- **Office of Homelessness** - On June 27, 2016, the Board approved the Final 2016-17 County Budget, which included the establishment of the Office of Homelessness within the CEO, effective July 1, 2016. The Office of Homelessness is dedicated to overseeing, coordinating, and ensuring effective implementation of the 47 HI Strategies approved by the Board, as well as being the County's central point of contact for all on-going efforts related to combatting homelessness in Los Angeles County.
- **Evaluation Plan** – On February 9, 2016, the Board directed the CEO to report back in this second quarterly report on the development of an evaluation plan for the HI Strategies. On July 28, 2016, a draft HI evaluation framework was discussed at the regular meeting of the Homeless Policy Deputies. Rather than have the framework submitted with this quarterly report, the deputies requested an opportunity to provide written comments and then have further discussion at a subsequent meeting. Therefore, the HI evaluation framework will be submitted with the next HI quarterly report in November 2016, along with the subset of HI strategy performance metrics which will be finalized by that time.
- **Potential Sources of On-Going Revenue** – Securing an on-going funding stream to sustain the HI efforts has been a priority for the Board, which approved one-time funding of \$99.7 million to support the initial implementation of the 47 HI Strategies. To sustain the Strategies, the Board directed the CEO to explore options for ongoing revenue, in collaboration with the Board. This Office provided the Board with multiple revenue options (including revenue estimates for each option) and collaborated with a polling research firm and Board deputies on extensive polling regarding the various options. Per the Board's direction, this Office advocated for a State law change to permit the County to seek voter approval of a tax on personal income above \$1 million/year to combat homelessness, and continues to advocate for a gubernatorial declaration of a statewide homeless emergency. Throughout this process, this Office has actively engaged community partners via e-mail and webinars regarding the County's legislative advocacy efforts, status of the County's efforts, and community advocacy opportunities. The pursuit of ongoing revenue remains a critical priority.

Response to Item 47-A from the February 9, 2016 Board Meeting

On February 9, 2016, the Board adopted item 47-A which included eight directives. Responses to all eight directives were previously submitted to the Board based on the due dates specified in the motion. For three of the directives, follow-up responses are included as part of this quarterly report:

- Directive 1: On May 9, 2016, this Office indicated that more information was needed to determine if it would be reasonable to allocate funding based on geographic need for Strategy B7, "Interim/Bridge Housing for Those Exiting Institutions." Our conclusion, which was discussed at two regular meetings of the Homeless Policy Deputies, is that it would not be reasonable to distribute the housing sites geographically since we will need to take advantage of available sites wherever they are located. It would also not be reasonable to distribute the housing slots based on where a homeless person was living before entering the institution from which the person is being discharged. Therefore, the funding for Strategy B7 will not be allocated geographically. The determination as to whether it would be reasonable to geographically allocate funding for all other Homeless Initiative Strategies was submitted to the Board as part of the first quarterly report on May 9, 2016.
- Directive 4: The Chief Information Office (CIO) is evaluating available social media platforms which could be utilized for advocacy by interested community members to support the siting and development of affordable and permanent supportive housing in their neighborhoods. Further discussions are being scheduled with candidate platforms to explore how they could be used to promote outreach and advocacy. Recommendations will be incorporated into the next HI quarterly report to the Board on November 9, 2016.
- Directive 6: On June 9, 2016, this Office reported to the Board on a "Capacity Building Initiative to Support Cities to Achieve the Outcomes Sought in the Homeless Initiative," and indicated that a follow-up response would be provided as part of this quarterly report. The HI continues to outreach to the cities and conduct focused work with a subset of interested cities and Councils of Governments (COGs) to maximize city participation in the following areas:
 - Contributing city funding toward the cost of rapid re-housing for homeless city residents;
 - Dedicating federal housing subsidies to permanent supportive housing for chronically homeless individuals;
 - Ensuring that law enforcement and other first responders effectively engage homeless families and individuals; and
 - Using land use policy to maximize the availability of homeless and affordable housing.

To date, fifteen cities are collaborating with the County on one or more strategies: Carson, Downey, Glendale, Inglewood, Long Beach, Los Angeles, Montebello, Pasadena, Pomona, Redondo Beach, San Gabriel, Santa Monica, South Gate, West Covina and West Hollywood. Additionally, COG responses to the HI's outreach efforts have been positive thus far, and meetings have taken place with the Gateway Cities, San Gabriel Valley, and Southbay Cities COGs.

Each Supervisor
August 9, 2016
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Moving forward, the HI will continue to collaborate with interested cities and COGs, and will seek to leverage lessons learned and successful outcomes from these current partnerships to engage and encourage additional cities and COGs to partner in the effort to combat homelessness.

Conclusion

This Office, along with County departments, will continue to work on implementing the Board-approved HI Strategies by engaging and working with federal, state, and local jurisdictions, community stakeholders, and private partners. In addition, this Office will continue to look at new and effective Strategies to combat homelessness in Los Angeles County.

The next HI quarterly report will be submitted on November 9, 2016. Please let me know if you have any questions, or your staff may contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752, or at pansell@ceo.lacounty.gov.

SAH:JJ:FAD
PA:JR:ef

Attachment

c:	Executive Office, Board of Supervisors	Fire Department
	County Counsel	Health Services
	District Attorney	LAHSA
	Sheriff	Mental Health
	Alternate Public Defender	Military and Veterans Affairs
	Animal Care and Control	Parks and Recreation
	Arts Commission	Probation
	Beaches and Harbors	Public Library
	Child Support Services	Public Health
	Children and Family Services	Public Social Services
	Community and Senior Services	Public Works
	Community Development Commission	Regional Planning
	Consumer and Business Affairs	Superior Court

Homeless Initiative Quarterly Report No. 2 – As of July 15, 2016

Status of Strategies to Combat Homelessness

Strategy Implementation Date (Actual or Target)	Status	Next Steps
PREVENT HOMELESSNESS		
A1: Homeless Prevention Program for Families <u>Implementation Dates:</u> Actual – May 9, 2016 (Phase I) Target – November 1, 2016 (Phase 2)	<p>Phase 1 was implemented a month ahead of schedule and includes the following components:</p> <ul style="list-style-type: none"> • CalWORKs referrals to the eight Family Solution Centers (FSCs) for families at-risk of homelessness but ineligible for CalWORKs homeless prevention services. • A new screening triage tool (Prevention SPDAT) to assess at-risk families referred for prevention services. • Increased CalWORKs Emergency Assistance to Prevent Eviction lifetime limit from \$2,000 to \$3,000 for eligible families. • Increased the CalWORKs Rental Assistance limit from four to eight months for WtW families who are enrolled in Family Stabilization and therefore eligible to the longer time limit. <p>Phase 2 components on track to be implemented include:</p> <ul style="list-style-type: none"> • Legal services to prevent families from being evicted and to increase the safety of at-risk families fleeing violence; • Additional FSC case managers in order to assist more at-risk families; • Additional funding to support various types of direct housing assistance customized to each family's needs; and • Strengthening current protocols to identify and serve at-risk families fleeing violence. <p>From December 2015 to June 30, 2016, LAHSA has provided homeless prevention services to a total of 200 families. These include families referred from CalWORKs District offices since May 9, 2016.</p>	<ul style="list-style-type: none"> • Finalize performance measurement plans for Phases 1 and 2. • Finalize contract amendment language, budget, and performance targets for prevention services to be provided by LAHSA and the eight FSCs. • LAHSA to finalize contract with legal service providers to assist families facing eviction.
A2: Discharge Planning Guidelines <u>Target Implementation Date:</u> February 2017	<p>The Homeless Initiative (HI) Strategy A2 workgroup has compiled current discharge policies from County agencies to identify "best practices" that could be included in a standard discharge policies document. Agencies will be able to build off and expand this standard discharge policies document to meet the specialized needs of the clients they serve. Although the workgroup is planning to engage community partners in the near future, the workgroup lead has already engaged and had talks with the Hospital Association of Southern California.</p>	<p>The workgroup will conduct research to find out if there are any laws/regulations relevant to the development of "best practice guidelines".</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>A3: Housing Authority Family Reunification Program</p> <p><u>Implementation Dates:</u> HACLA Actual – March 18, 2016</p> <p>HACoLA - Target TBD</p>	<p>Since March 18, 2016, LASD has referred ten individuals to the HACLA administered program. In July, the Probation Department provided a survey for clients at HR360 to identify clients who could potentially benefit from this strategy. Probation developed a training curriculum for Deputy Probation Officers (DPO) to ensure that they are aware of the Program, including the applicable eligibility criteria.</p> <p>HACoLA does not have a projected implementation date at this time; however, HACoLA continues to conduct research on other Housing Authorities across the nation who have implemented pilot re-entry programs to determine the feasibility of implementing a similar program.</p>	<ul style="list-style-type: none"> • HACoLA will continue to evaluate the feasibility of implementing HI Strategy A3 and projects that the evaluation will be completed by November 2016. The evaluation process includes conducting another meeting with the Housing Authority of the City of Los Angeles to evaluate the current state of HACLA's pilot program. If it is feasible for HACoLA to implement this Strategy, policy changes will be required and those changes will need to be shared with HUD. HACoLA will need to inform the Board of Supervisors about the changes and its plan to inform HUD of the changes. Therefore, an implementation date cannot be identified at this time. • Continue surveying HR360 clients. • Training for Probation DPOs will begin in August 2016.
<p>A4: Foster Care Discharges</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>Preliminary implementation meetings were held with both County Department collaborators and community volunteers. During this meeting, the scope of the various components/deliverables was discussed. Based on the ten components/deliverables of HI Strategy A4, five subgroups were created, with each subgroup responsible for developing an implementation plan for its deliverables. Subgroup meetings are scheduled to begin in late July 2016.</p>	<ul style="list-style-type: none"> • Each of the five subgroups will meet to coordinate implementation of the various components. • Final performance metrics to be determined.
SUBSIDIZED HOUSING		
<p>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</p> <p><u>Implementation Dates:</u> Actual - June 30, 2016 (Phase 1) Phase 2 - Target TBD</p>	<p>DHS and DPSS convened the collaborating agencies and community volunteers to discuss implementation of HI Strategy B1 and obtain feedback. Performance metrics were finalized.</p> <p>Phase 1 expanded the GR Housing Subsidies to the Wilshire Special and San Gabriel Valley GR District offices. Expansion to the remaining five GR District offices will be completed by December 2016. Housing subsidies are being targeted to homeless disabled persons with strong SSI applications.</p> <p>DPSS and DHS continue to work together to: (1) finalize the screening and referral process to identify homeless GR SSI applicants who need more intensive supportive services, case management and/or long-term housing subsidies; and (2) establish a referral process from County departments/community agencies other than DHS or DPSS. This could include DMH, DCFS, Probation, LAHSA or community-based organizations that identify a homeless individual who has applied for or is in the process of applying for SSI.</p>	<ul style="list-style-type: none"> • Confirm documentation staff needs to process claims for AB 109 and SB 678 reimbursement. • Expand implementation of housing subsidies to the five remaining GR Districts for homeless disabled individuals pursuing SSI. • Develop a screening and referral process to identify homeless GR SSI applicants needing more intensive supportive services, case management, and/or long-term housing subsidies. • Develop a process for coordinating/integrating this strategy with HI Strategy C4, Countywide SSI Advocacy Program, as Strategy C4 will provide a significant referral source once it is implemented. • Develop process for city collaboration. • Develop process for referrals from other County departments.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>B2: Expand Interim Assistance Reimbursement (IAR) to Additional County Departments and Los Angeles Homeless Services Authority</p> <p><u>Target Implementation Date:</u> November 2016</p>	<p>Social Security Administration and California Department of Social Services (CDSS) have confirmed process for expanding Interim Assistance Reimbursement (IAR) to the Department of Health Services and the Los Angeles Homeless Services Authority. Meeting with LAHSA and County department stakeholders is being scheduled for late August/early September.</p>	<ul style="list-style-type: none"> • Upcoming meeting with collaborating departments to share CDSS guidelines for expanding IAR and discuss existing process for IAR collection by DPSS. • Process for reimbursement of IAR will be developed for LAHSA and DHS. • MOU with CDSS will be amended to expand to additional departments. • MOU between DMH/DPSS and DHS/LAHSA will be developed for collection of IAR on behalf of DHS and LAHSA.
<p>B3: Partner with Cities to Expand Rapid Re-Housing</p> <p><u>Implementation Dates:</u></p> <p>Actual for Adults – June 30, 2016</p> <p>Target for Families and TAY - October 2016</p>	<ul style="list-style-type: none"> • Finalized B3 Operational Plan with input from DHS, LAHSA and Community Development Commission staff. • LAHSA RFP released on May 19, 2016 to allocate funding for rapid re-housing to families and transition age youth (TAY). • On May 31, 2016, County met with all cities who signed an “expression of interest” form regarding this strategy. • The City of Pasadena has allocated funding and is working on an agreement with their City Attorney to be used to transfer their funding to the DHS rapid re-housing program for adults, the Housing and Jobs Collaborative (HJC). • The City of West Hollywood received approval from its City Council to allocate funding and begin the process of drafting an agreement to be used to transfer its funding to the DHS rapid re-housing program. • DHS staff has reached out to the cities of Long Beach, Pomona and Inglewood to provide further clarification on the rapid re-housing program. 	<p>DHS and LAHSA are scheduled to discuss the Rapid Re-housing program with Santa Monica.</p> <p><u>DHS/Housing and Jobs Collaborative (homeless adults):</u></p> <ul style="list-style-type: none"> • DHS staff will continue to actively work with those cities which are working on rapid re-housing agreements so that those agreements can be implemented as soon as possible. • DHS staff will continue working with all cities that have an active interest in allocating funding to rapid re-housing for adults. <p><u>LAHSA/Rapid Re-housing (homeless families and youth):</u></p> <ul style="list-style-type: none"> • LAHSA will approach the cities of Pasadena and West Hollywood and other potentially interested cities to discuss the possibility of partnering with the County and transferring city funds to LAHSA's rapid re-housing program for TAY and families.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
B4: Facilitate Utilization of Federal Housing Subsidies <u>Actual Implementation Date:</u> May 18, 2016	<ul style="list-style-type: none"> Implemented procedures for collaboration with LAHSA/PATH to provide move-in assistance to homeless families. Completed branding of the Homeless Incentive Program (HIP) and developed all necessary marketing materials, forms and the vacancy payment agreement. Developed a database specific to HIP using the Veteran Incentive program as a model. The database houses the list of available units under a vacant unit agreement and facilitates the interaction between PATH, LAHSA, and HACoLA. HACoLA conducted the first "HouseLA" event co-sponsored by community organizations and the 3rd Supervisorial District. Since the program went live on HACoLA's website, the HIP webpages have been viewed by the public an average of 75 times per day. 	The next HouseLA event is scheduled to take place in the 1st Supervisorial District on August 5, 2016.
B5: Expand General Relief Housing Subsidies <u>Target Implementation Date:</u> July 2017	Implementation contingent on Mandatory Substance Use Disorder Recovery Program (MSUDRP) realizing cost savings to support GR Housing Subsidy expansion. Performance metrics will be defined upon implementation.	<ul style="list-style-type: none"> Continued monitoring savings from the Mandatory Substance Use Disorder Recovery Program Engage community volunteers and collaborating agencies to inform them of implementation plans once funding is identified to implement this strategy.
B6: Family Reunification Housing Subsidy <u>Target Implementation Date:</u> December 2016	Lead departments conducted ongoing meetings and conference calls with CDC, LAHSA, DCFS research section, DCFS Budgets, and 211 LA County to prepare for December 2016 implementation. Highlights of work completed thus far include: <ul style="list-style-type: none"> Conducting evaluation of Families Coming Home Together project; and Development of performance metrics. 	<ul style="list-style-type: none"> Continue meetings with necessary County departments to finalize steps to implement this Strategy. Further consider the use of 211 services to implement this Strategy.
B7: Bridge Housing for Individuals Exiting Institutions <u>Implementation Dates:</u> Actual -June 30, 2016 (Phase I) Target – October 2016 (Phase 2)	Planning meetings/conference calls were convened, and continue to be convened, with various agencies: LAHSA, CEO, DHS, DMH, DPSS, DPH, CDC, Probation, Los Angeles City Attorney, and LASD. As of July 1, 2016, 32 Bridge Housing beds, which were former transitional housing beds, were funded for individuals exiting jail or involved in the justice system. LAHSA's CES RFP included HI and AB109 funds to increase Bridge Housing effective October 1, 2016. DHS has identified approximately 100 beds to be utilized for interim housing for the AB109 and SB678 populations. Community volunteers will be engaged in the near future to discuss eligibility and verification guidelines for the program participants.	<ul style="list-style-type: none"> LAHSA is preparing to review Bridge Housing proposals submitted in response to the CES RFP & the Strategy workgroup has been invited to be part of the review process. LAHSA will schedule a meeting with healthcare stakeholders and with community volunteers. DHS will develop agreements with interim housing providers to implement beds for homeless individuals who meet the AB109 and SB678 eligibility criteria.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>B8: Housing Choice Vouchers for Permanent Supportive Housing</p> <p>Actual Implementation Date: June 30, 2016</p>	<p>This program has been implemented. HACoLA has: 1) finalized a MOU with LAHSA to provide homeless referrals utilizing the Coordinated Entry System (CES) to prioritize the admission of the chronically homeless; and 2) completed a workflow that illustrates the referral process between LAHSA and HACoLA, and the eligibility determination process.</p>	<p>HACoLA will schedule a subsequent meeting with LAHSA, Department of Mental Health, and Department of Public Social Services to discuss the new referral process that was developed based on community organization feedback.</p>
INCREASE INCOME		
<p>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</p> <p>Target Implementation Date: November 2016</p>	<p>In May 2016, met with community volunteers and collaborating agencies to obtain feedback on the implementation plan.</p> <p>Performance metrics were determined and a Request for Proposals was released by South Bay Workforce Investment Board (SBWIB) on July 5, 2016. The RFP seeks proposals for the following services to address the specific needs of homeless families:</p> <ul style="list-style-type: none"> • Enroll homeless participants in an eight month subsidized employment activity such as: On-the-Job-Training (OJT), Paid Work Experience, or Classroom Training; • Provide job preparedness activities to homeless participants; • Provide ongoing case management and develop a customized plan that addresses the employment barriers they face; • Provide ongoing support during a family's transition to full-time employment; • Proactively mitigate issues that may arise in the workplace; and • Follow-up with families after placement in unsubsidized employment. 	<ul style="list-style-type: none"> • Evaluate proposals received on July 25, 2016. • Negotiate contracts with selected bidders.
<p>C2: Increase Employment for Homeless Adults by Supporting Social Enterprises</p> <p>Target Implementation Dates:</p> <p>August 2016 – Phase 1</p> <p>November 2016 - Phase 2</p> <p>January 2017- Phase 3</p>	<p>Continued collaboration with the Department of Consumer and Business Affairs (DCBA) as co-lead with the CEO on this Strategy. Phase 1 will include: 1) County adoption of the Social Enterprise Preference Program to provide preference to Social Enterprise entities during the procurement process; 2) the creation of a comprehensive inventory of services provided by Social Enterprise in LA County; and 3) collaboration with cities to adopt a similar Social Enterprise Preference Program Ordinance.</p> <p>Pending input from County Counsel, Phase 2 will include: 1) Enhancement to the countywide procurement process to award a preference to bidders who agree to subcontract with Social Enterprise entities; 2) Development of a Request for Statement of Qualifications to support the creation of Alternative Staffing Organizations (ASOs) and 3) Designating ASO's as preferred temp agency for County departments, contractors and sub-contractors.</p> <p>Phase 3 will include leveraging the DPSS Transitional Subsidized employment program to place program participants with ASOs operated by Social Enterprise.</p>	<ul style="list-style-type: none"> • Explore technical assistance opportunities with experts in the Social Enterprise arena. • Continue to work with DCBA on Social Enterprise Certification Program. • Share adopted Social Enterprise Preference Program with cities interested in collaborating. • Identify procurement process for ASOs. • Continue to collaborate with County Counsel on feasibility and mechanism for designating ASOs operated by Social Enterprise as preferred temporary staffing agency for County departments, contractors and subcontractors.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>C3: Expand Targeted Recruitment and Hiring Process to Homeless or Recently Homeless People to Increase Access to County Jobs</p> <p><u>Target Implementation Date:</u> October 2016</p>	<p>Strategy leads met with community volunteers, representatives from homeless service provider agencies, legal advocates, and community-based and faith-based organizations to discuss potential opportunities for expanding targeted recruitment and the hiring process for homeless/recently homeless individuals. As an initial step, training is being provided to Social Enterprise agencies to demystify the County's hiring process.</p>	<ul style="list-style-type: none"> • Coordinate training for additional Social Enterprise and Homeless Service Provider agencies. • Finalize performance metrics. • Identify entry-level positions for homeless/formerly homeless. • Explore feasibility of targeted examinations for homeless/formerly homeless similar to GAIN/GROW examinations.
<p>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness</p> <p><u>Target Implementation Date:</u> December 2016</p>	<p>Ongoing collaboration with leads for HI Strategies C5 and C6 as procurement process for HI Strategies C4, C5 and C6 will be joined. Strategy leads conducted site visit on May 6, 2016 with DPSS staff to discuss process for SSI Advocacy program transition to DHS contractors. A planning meeting with Department of Military and Veterans Affairs (DMVA) to integrate HI Strategy C5 with HI Strategies C4 and C6 was held on May 18, 2016. A planning meeting was held with Los Angeles Sheriff's Department (LASD) and DHS' Office of Diversion and Reentry (ODR) staff to integrate HI Strategy C6 into the proposed RFP for HI Strategy C4.</p> <p>Leads for HI Strategies C4, C5 and C6 held a call with all community volunteers and County department collaborators to discuss joint solicitation and implementation planning. Feedback was provided. Additionally, coordinated a joint presentation on the coordination of HI Strategies C4, C5 and C6 at the DMH Housing Institute.</p> <p>Each impacted department is currently having the draft RFP reviewed in accordance with each department's internal review process.</p>	<ul style="list-style-type: none"> • Ongoing monthly meetings scheduled with DPSS, DMVA and LASD to discuss HI Strategy C4/C5/C6 program development. • Ongoing monthly meetings scheduled with DPSS to create a process to move the existing SSI Advocacy program from DPSS to DHS and newly-contracted agencies. • Issue solicitation by August 31, 2016. • Complete procurement process and award contract. • Finalize Performance Metrics.
<p>C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>Ongoing collaboration with leads for HI Strategies C4 and C6 as procurement process for HI Strategies C4, C5 and C6 will be joined. Various meetings with County department collaborators and community volunteers to obtain input on scope of work that will be done by Veterans Benefits Outreach Specialist who will join County SSI Benefits outreach teams being developed under HI Strategies C4 and C6.</p> <p>Additionally, leads for HI Strategies C4, C5 and C6 held a call with all community volunteers and County department collaborators to discuss joint solicitation and implementation planning. Feedback was provided. Performance metrics were finalized and training requirements identified. Each impacted department is currently reviewing the draft RFP in accordance with each department's internal review process.</p> <p>Organized a joint presentation on the coordination of HI Strategies C4, C5 and C6 at the DMH Housing Institute.</p>	<ul style="list-style-type: none"> • Ongoing monthly meetings scheduled between DHS, DMVA and LASD to discuss HI Strategy C4/C5/C6 program development. • Update to community volunteers and County department collaborators held on July 22, 2016. • Issue solicitation by August 31, 2016. • Complete procurement process and award contract.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>C6: Targeted SSI Advocacy for Inmates</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>Ongoing collaboration with leads for HI Strategies C5 and C6 as procurement process for HI Strategies C4, C5 and C6 will be joined. Strategy leads conducted site visit on May 6, 2016 with DPSS staff to discuss process for SSI Advocacy program transition to DHS contractors. A planning meeting with Department of Military and Veterans Affairs (DMVA) to integrate HI Strategy C5 with HI Strategies C4 and C6 was held on May 18, 2016. A planning meeting was held with LASD and DHS' ODR staff to integrate HI Strategy C6 into the proposed RFP for HI Strategy C4.</p> <p>Leads for HI Strategies C4, C5 and C6 held a call with all community volunteers and County department collaborators to discuss joint solicitation and implementations planning. Feedback was provided. Additionally, coordinated a joint presentation on the coordination of HI Strategies C4, C5 and C6 at the DMH Housing Institute.</p> <p>Each impacted department is currently having the draft RFP reviewed in accordance with each department's internal review process.</p>	<ul style="list-style-type: none"> • Ongoing monthly meetings scheduled between DHS, DMVA and LASD to discuss HI Strategy C4/C5/C6 program development. • Issue solicitation by August 31, 2016. • Complete procurement process and award contract. • Finalize Performance Metrics.
PROVIDE CASE MANAGEMENT AND SERVICES		
<p>D1: Model Employment Retention Support Program</p> <p><u>Target Implementation Dates:</u> January 2017 for Phase I July 2017 for Phase 2</p>	<p>This Strategy will be implemented in two phases. Phase 1 involves strengthening existing job retention services and partnerships. As part of Phase 1, DPSS will: 1) promote current Post-Employment Services (PES), including expanded PES to Greater Avenues for Independence (GAIN) and Refugee Employment Program (REP) homeless population; 2) enhance the Post-Employment Services information provided to homeless participants at the Homeless Family Solutions Centers; and 3) identify homeless Transitional Subsidized Employment (TSE) participants and refer them to the local America's Job Centers of California (AJCC) to enroll in Workforce Innovation and Opportunity Act (WIOA) so that they can receive existing job retention services through WIOA, including assistance with paying bills, car repairs, transportation, etc.</p> <p>Phase 2 includes the implementation of new job retention services and partnerships, such as: 1) development of a computer application that will provide online case management, coaching and appointment reminders; 2) enhanced employment models within DMH and DPH; 3) enrollment of participants in WIOA funded programs to track employment retention; and 4) development of an inventory of best practices for employment retention to incorporate into existing models.</p> <p>In developing the above Program model, HI Strategy leads met with collaborating department staff, community volunteers and Project 180, a community-based organization, to identify best practices in employment retention.</p>	<ul style="list-style-type: none"> • Research and identify potential submission of Productivity Investment Fund (PIF) grant for application development for case management. • DPSS will work with LAHSA to enhance the GAIN Post-Employment Services information being provided at all Homeless Family Solutions Centers. • DPSS and CSS will develop a process to identify and refer homeless Transitional Subsidized Employment (TSE) participants to enroll in WIOA so they can receive job retention services through WIOA.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
D2: Expansion of Jail in Reach <u>Target Implementation Date:</u> October 2016	<p>A budget request was submitted by DHS and approved by the Board as part of the Final Changes to the FY 2016-2017 budget, for four temporary social worker positions for this project, to be teamed with four existing LASD Custody Assistant items who will be backfilled with overtime, and funds for contracted community based organizations to provide in-reach (all partner agencies agreed on the above use of the D2 budget). This funding request was approved by the Board as part of Final Changes.</p> <p>An all-partner planning call was held on May 24, 2016 with representation from DHS, LASD, Probation, DMH, DPSS, LAHSA, HACoLA, and community members. An agreement was reached with all partners to use the DHS Supportive Housing Services master agreement list to identify and contract with a provider(s) for the Intensive Case Management Services (ICMS) for this Strategy.</p>	<ul style="list-style-type: none"> • Recruitment and hiring of Clinical Social Workers (DHS) and identification/backfill of Custody Assistants (LASD). • Selection of contracting agencies from DHS Supportive Housing Services master agreement list, establishment/augmentation of agreements, and contractor recruitment/hiring of staff.
D3: Supportive Service Standards for Subsidized Housing <u>Target Implementation Date:</u> October 2016	<p>LAHSA has budgeted a new staff position to research and drive improvements to the breadth and quality of supportive services in homeless programs.</p>	<ul style="list-style-type: none"> • Hire Quality Standards Development Analyst. • Develop countywide definition of supportive services. • Develop quality standards for supportive services.
D4: Regional Integrated Re-entry Networks – Homeless Focus <u>Target Implementation Date:</u> February 2017	<p>A presentation of Reentry Health Network workgroup recommendations was provided to the LA Regional Reentry Partnership (LARRP) on May 12, 2016, with discussion/feedback.</p> <p>A grant proposal was submitted to LA Care's Community Health Investment Fund (CHIF) for one year of funding for a full time Reentry Health Network Coordinator to work on start-up, development, and implementation of the network.</p> <p>Aside from the presentation to LARRP, the community volunteers have not yet been formally engaged.</p>	<ul style="list-style-type: none"> • Develop implementation plan, including identification of initial participating clinic(s). • The workgroup will continue to discuss the possibility of conducting a solicitation process to hire an agency(ies) to provide specialized homeless services to the homeless re-entry population.
D5 - Support for Homeless Case Managers <u>Target Implementation Date:</u> January 2017	<p>The CEO and LAHSA convened two meetings with the County departments on May 24 and June 21 to establish a mutual understanding of the Strategy and develop project milestones. An assessment was completed to define the parameters of the homeless challenge within the departments, identify key areas where the departments can improve coordination, and to assess available resources and opportunities to better help homeless families and individuals connect to a case manager. A Planning Guide was also developed and is being completed by the departments to identify which components of the strategy they will implement and to develop protocols for each such component.</p>	<ul style="list-style-type: none"> • In early August, LAHSA and CEO will work with each County department to identify the goals that the department will implement and technical assistance needs, and to assist in developing protocols and implementation. • On August 16, partnering County departments and LAHSA will meet to discuss departments' responses to the Planning Guides, draft protocols and potential performance indicators. • In September and October, community volunteers and stakeholders will review and provide feedback on the departments' draft protocols.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>D6: Criminal Record Clearing Project</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>To facilitate the clearance of criminal records, the Public Defender's (PD) office continues to work internally and with partners, e.g., presiding judges of alternative/collaborative courts, Office of Diversion and Reentry.</p> <p>PD's IT department, with support from ISD, has refined its "mobile office" so that the PD now has access to both the Superior Court and the PD's databank to identify cases eligible for expungement and other relief. PD can also prepare petitions on site or make referrals to attorneys at various PD branches.</p> <p>This work in support of criminal record clearance will be the foundation for the planning for implementation of this strategy which will commence in August-September.</p>	<p>Engage community volunteers in the development of this strategy.</p>
CREATE A COORDINATED SYSTEM		
<p>E1: Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits</p> <p><u>Target Implementation Date:</u> October 2016</p>	<p>Conversations on potential opportunities for the federal government to streamline the SSI and Veterans Benefits application and approval processes have been held with the United States Interagency Council on Homelessness (USICH), Substance Abuse and Mental Health Services Administration (SAMHSA), SSI/SSDI Outreach, Access, and Recovery (SOAR) Team, the Social Security Administration (SSA) and the Veterans' Administration (VA). Meeting with County department collaborators and community volunteers will be held on August 25, 2016.</p>	<ul style="list-style-type: none"> • Meeting with collaborating departments and volunteer community stakeholders scheduled for August 2016. • Focus areas for streamlining of SSI and Veterans Benefits application and approval processes to be identified.
<p>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</p> <p><u>Target Implementation Date:</u> July 2017</p>	<p>Between April 16 and July 15, 2016, the Department of Public Health, Substance Abuse Prevention and Control (DPH-SAPC) continued to engage in a range of planning and preparation activities for the launch of the Drug Medi-Cal Organized Delivery System (DMC-ODS), a pilot of California's Medi-Cal 2020 Section 1115 waiver. On May 3, 2016, DPH-SAPC received additional questions from the California Department of Health Care Services (DHCS) and the Federal Centers for Medicare and Medicaid Services (CMS) regarding the County Implementation Plan. DPH-SAPC responded to these questions on June 22, 2016, and is currently awaiting final approval from DHCS and CMS.</p> <p>DPH-SAPC initiated consultant services with Health Management Associates on June 6, 2016, a health care and policy consulting firm, to assist with the design and operationalization of two critical, newly available DMC-ODS benefits: recovery support services and case management/care coordination.</p> <p>DPH-SAPC determined a need to hire additional staff in order to perform the activities required for participating in the DMC-ODS waiver pilot. Specifically, DPH-SAPC required additional clinical, research, and clerical staff to perform waiver-required quality improvement and utilization management activities. On June 21, 2016, DPH-SAPC received approval from the Board of Supervisors for 49 additional positions.</p>	<ul style="list-style-type: none"> • DPH-SAPC will finalize the DMC-ODS implementation plan approval process with DHCS and CMS. • DPH-SAPC will submit for DHCS approval an attendant DMC-ODS fiscal plan to establish new provider payment rates. • The Board of Supervisors must execute a contract with DHCS to deliver DMC-ODS services. • CMS must approve the executed State-County contract pertaining to DMC-ODS services. • DPH-SAPC will develop new provider contract language to align with the requirements and operationalization of the DMC-ODS. • DPH-SAPC will hold an Integration of Care stakeholder meeting at the California Endowment in Downtown Los Angeles on October 12, 2016. This meeting will be attended by Strategy E2 collaborating departments and agencies.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>Milestones Achieved:</p> <ul style="list-style-type: none"> DPH-SAPC continues to work with DHCS and CMS to finalize the County Implementation Plan. It is anticipated that final approval for the Implementation Plan will be received by September 2016 and DPH-SAPC continues to develop its proposed rates. All proposals, protocols, and forms developed through DPH-SAPC's DMC-ODS stakeholder workgroups will be included in a new provider manual, which will inform the contractor network of contract language and service expectations under the DMC-ODS waiver. During the current reporting period, DPH-SAPC drafted additional service descriptions for its provider manual for the following delivery system components: <ul style="list-style-type: none"> Residential services; Withdrawal management; and Recovery support services. For utilization management program activities, DPH-SAPC has also developed a range of required documentation forms, including a patient triage assessment tool, a full patient assessment to determine placement in an appropriate level of care, authorization requests, and grievance and appeals procedures. 	
<p>E3: Creating Partnerships for Effective Access and Utilization of ACA Services by People Experiencing Homelessness</p> <p><u>Target Implementation Date:</u> January 2017</p> <p>(largely dependent on the Whole Person Care (WPC) Pilot award from the California Department of Health Care Services)</p>	<p><u>Action 1</u> – Cross-Agency work is underway to share data across County agencies – e.g. through the Comprehensive Enterprise Data & Analytics Repository (CEDAR). There are additional efforts planned through the Whole Person Care (WPC) pilot to create increased identity matching through the Countywide Master Data Management platform. In addition, the LANES Health Information Exchange is progressing towards implementation in the coming year. One key feature of LANES will be the ability to obtain real-time data feeds on admissions to DHS and other community hospitals and emergency departments.</p> <p><u>Actions 2 & 4</u> – Coordinated efforts are in place to identify individual needs of homeless individuals and link them to services. Housing for Health & the Star Clinic are leading efforts to engage, case manage and link homeless individuals in Metro LA to health services at the Star Clinic. The C3 program is a strong example of this effort and Whole Person Care (WPC) will help to augment these efforts. If funded, WPC will greatly expand capacity to serve individuals who are homeless. WPC cannot pay for housing or housing subsidies directly, but would expand outreach (street teams), benefits advocacy (e.g. SSI/SSDI), and care management support to homeless individuals through tenancy support services and the expansion of recuperative care beds.</p> <p><u>Action 3</u> – We continue to enroll qualified homeless individuals in Medi-Cal and work to navigate individuals to primary health care. The WPC Pilot and the Health Homes opportunities will</p>	<ul style="list-style-type: none"> Action 1 – If WPC is funded, the pilot will bring more community-based partners into the data integration effort. In the interim, we will continue with Health Agency level data integration efforts. Actions 2 & 4 – The WPC proposal includes a large emphasis on individuals who are homeless. If funded, WPC will support/accelerate identification/health-related screening and linkages to needed services as homeless individuals come through many “doors”. It will also support development and augmentation of field-based case management services, and outreach and engagement infrastructure for homeless individuals, particularly those with multiple, chronic physical and behavioral health issues. Action 3 – The Social and Behavioral Determinants Workgroup will consider approaches to screening and addressing health literacy. The workgroup meets monthly, and has representation from across the Health Agency.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>enhance our ability to identify those who have fallen through the gaps through greater outreach efforts and greater community engagement. Additionally, we formed a cross-agency social and behavioral determinants workgroup that will focus on health screening, health literacy, and navigation to resources.</p> <p>Milestone Achieved:</p> <ul style="list-style-type: none"> A proposal for WPC was submitted to the State on July 1, 2016. 	
<p>E4: First Responders Training</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>The initial meeting of the E4 workgroup was convened on March 17, 2016 and nine additional meetings have been convened to date. Representatives from LASD, LAHSA, CEO, County Fire Department, and outside law enforcement agencies have participated in work group meetings.</p> <p>LASD's Countywide Services Division has completed the First Responder training and curriculum framework; LAHSA has committed to assist with classroom instruction.</p>	<ul style="list-style-type: none"> Identify benchmark for number of personnel to be trained in first six to 12 months of training. Develop training classes schedule. A meeting with the LAHSA Homeless Advisory Group (HAG) is scheduled for August 2, 2016. A public forum is scheduled for August 24, 2016 to encourage public input in developing policies and procedures for law enforcement interaction with homeless individuals.
<p>E5: Decriminalization Policy</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>LASD has completed a draft Decriminalization Policy and Training Bulletin. The Bulletin provides detailed training information for first responders on the street. Contact has been made with the President and Vice President of the Los Angeles County Chiefs of Police Association to advise them of the Decriminalization Policy.</p>	<p>A Public Forum has been scheduled for August 24, 2016 at 5:00 pm at the Hall of Justice Media Room, to encourage public input in developing policies and procedures for interacting with homeless individuals.</p>
<p>E6: Countywide Outreach System</p> <p><u>Target Implementation Date:</u> October 2016</p>	<p>A framework was developed for this strategy which includes: (1) a hotline for outreach requests and to serve as the central point for macro-coordination that will be administered by LAHSA; and (2) Regional Outreach Coordinators who will reside in each Service Planning Area (SPA) to accept requests for outreach and coordinate a response (through the CES lead agencies). LAHSA released the CES RFP on May 19th and it includes funding for the eight Regional Outreach Coordinators.</p> <p>Staffing for integrated outreach teams is still under discussion with department leads.</p> <p>Metrics will be developed and standardized to track requests for assistance and outcome of assistance such as linkage to requested services and housing placements.</p>	<ul style="list-style-type: none"> A workgroup meeting will be convened on August 1, 2016 with community partners to receive feedback on best practices, intake procedures, metrics and outcomes, and other issues. Contracts for regional outreach coordinators will take effect on October 1, 2016.
<p>E7 - Strengthen the Coordinated Entry System</p> <p><u>Target Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> On May 12: LAHSA convened a Strategy committee meeting with the County and Los Angeles City Departments and community agencies to provide an overview of the current CES systems and future Request for Proposals for the CES and HMIS. Will also engage the Committee to develop an assessment of the current coordinated entry systems and identify areas that can be strengthened. 	<p>In August, LAHSA will submit a detailed assessment and a recommended plan to: (1) Strengthen the CES systems for adults, families and youth; (2) train the CES staff; and (3) enhance the HMIS system to address both current and future needs.</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> On May 19: LAHSA released RFPs to strengthen the Coordinated Entry System within each Service Planning Area (including the network of housing locators) and enhance the HMIS. On July 8, LAHSA and United Way met with the providers from CES, HFSS and Youth systems to discuss alignment and integration of the three CES systems in order to achieve greater efficiency. LAHSA continues to host "Tiger Team" meetings with community providers to discuss issues that are arising with the data system and identify how to strengthen the use of the data system. 	<p>Other activities will include:</p> <ul style="list-style-type: none"> July: LAHSA will convene community stakeholders to assist in formulating a recommended plan to strengthen the three related CES systems for the Board of Supervisors' consideration. August: CES RFP funding selections will be announced at the LAHSA Commission meeting. Funded programs will begin implementation on October 1. August: LAHSA will create a meeting group for departments/agencies that have not yet been involved with the CES to increase their knowledge of CES and obtain their feedback on ways to improve the CES systems. Also, a recorded webinar that is a beginning introduction to the CES will be posted on LAHSA's website for the community to access. October 1: Implementation of new resources into the CES system including the housing locators and expansion of the youth CES.
<p>E8: Enhance the Emergency Shelter System</p> <p><u>Actual Implementation Date:</u></p> <p>Phase 1 - June 2016</p> <p><u>Target Implementation Date:</u></p> <p>Phase 2 - October 2016</p>	<p>LAHSA convened monthly planning meetings with the partnering County departments to develop project milestones and short term goals. Assessment was completed to identify potential shelters and number of shelter beds that can be expanded to 24 hours and enhanced with on-site supportive services. Programmatic and funding discussions took place on topics such as the shelter low-threshold eligibility criteria, the bed availability system and housing for clients when they are discharged from shelters. The decision was made to include HI Strategy E8 funds in the LAHSA CES RFP to fund housing navigators serving shelter residents.</p> <p>The Strategy was implemented on June 1, 2016 with 692 of LAHSA's existing shelter beds increased from 14-hour operations to 24-hour operations. On July 1, 2016 an additional 168 additional shelter beds were added, and the Salvation Army Bell Shelter increased by 15 beds. LAHSA also updated its "Scope of Required Services" for crisis housing to include storage provisions for all shelter participants.</p>	<ul style="list-style-type: none"> The Strategy Group will participate in reviewing the CES Housing Navigator proposals in July. A shelter standards framework (low threshold criteria) will be created in August. LAHSA will convene a meeting with the shelter providers to discuss increased accommodations for pets and resources for storage of belongings. LAHSA will pilot an online "bed availability tracking system" in HMIS in order to launch an online system to enable authorized users to view bed availability and make online reservations.
<p>E9: Discharge Data Tracking System</p> <p><u>Target Implementation Date:</u></p> <p>TBD</p>	<p>Planning workgroup meetings have not been convened, but the lead agency, LAHSA, has convened internal meetings to discuss the strategy, including how E9 can intersect with the City of LA's strategy 4A.</p>	<ul style="list-style-type: none"> Meeting to be set for August to outline implementation framework. Coordinate and send joint e-mail invitation to volunteers for participation and input on this strategy.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E10: Regional Coordination of Los Angeles County Housing Authorities</p> <p><u>Actual Implementation Date:</u> May 24, 2016</p>	<ul style="list-style-type: none"> • HACoLA conducted a meeting with Housing Authorities from the cities of Los Angeles, South Gate, Santa Monica, Pomona, Pasadena, Norwalk, Baldwin Park, Inglewood, Compton, and Glendale. Also, officials from LAHSA, the Los Angeles HUD field office, and the CEO attended the meeting. • Since the first quarterly roundtable meeting, HACoLA has entered into an interagency agreement with the Norwalk Housing Authority and has reached an agreement in principle with both the Redondo Beach Housing Authority and the Burbank Housing Authority. 	<ul style="list-style-type: none"> • Continuation of quarterly meetings with Housing Authorities to discuss strategies and identify areas of collaboration to combat homelessness in Los Angeles County. HACoLA is currently scheduling the next quarterly meeting to take place in early fall. • Creation of a survey for Housing Authorities to identify topics for subsequent meetings. • Officials from HUD's Office of Community and Planning Development will attend the next meeting to discuss matters specifically related to the Continuum of Care Program.
<p>E11: County Specialist Support Team</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>CEO convened triweekly meetings to develop a list of key decision points and components of the Strategy implementation including but not limited to: scope of work; organizational structure/staffing; staff qualifications; potential staff items; desired office location; resource needs; infrastructure; community involvement and outreach; and protocols.</p> <p>group met with CES providers to discuss how the new County Specialist Support Team can have the greatest impact at departmental, multi-departmental and systems levels, and identify effective ways for the County to outreach to community providers to ensure optimal access and utilization of the County Specialist Support Team to serve homeless clients.</p> <p>In July, the Strategy group developed the scope of work of the new County Specialist Support Team. The Strategy group also agreed to the concept of the Health Agency serving as the host agency of the new County Specialist Support Team and discussed what that would entail, including logistical coordination, securing a site, staff supervision, and necessary support for the County Specialist Support Team.</p>	<p>In July/August, the following activities are planned:</p> <ul style="list-style-type: none"> • Development of the guidelines and systems for the new County Specialist Support Team. • Development of job description for Team members. • Identification of office and infrastructure needs. • Development of a community outreach/communication plan targeting homeless case managers. <p>In September, the recruitment process will begin for a new Director and to identify Department staff who will form the County Specialist Support Team.</p>
<p>E12: Enhanced Data Sharing and Tracking</p> <p><u>Target Implementation Date:</u> June 2017</p>	<p>The CEO and LAHSA have held preliminary discussions. The full workgroup for this Strategy is scheduled to convene in August 2016.</p>	<ul style="list-style-type: none"> • Collect departmental intake forms to determine if and how broadly departments define homelessness and if they have flags within departmental data systems to identify homeless clients (underway). • Schedule first meeting with departments to discuss homeless operational definitions, client data sharing consent forms, and plans for flagging homelessness within departmental data systems (targeted for late August 2016). • Develop recommended countywide targets for reductions in homelessness for the chronically homeless, TAY, families and single adults based on previous LAHSA Homeless Counts.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E13: Coordination of Funding for Supportive Services</p> <p><u>Target Implementation Date:</u> June 2017</p>	<p>Meetings were held on May 25 and June 29, 2016, with representatives from Housing Authorities of the City and County of Los Angeles, Department of Health Services, Department of Mental Health, the Housing and Community Investment Department of the City of Los Angeles, Los Angeles Homeless Services Agency and the Community Development Commission.</p>	<ul style="list-style-type: none"> • July 27, 2016 – Committee will review matrix of City and County funding sources for permanent supportive housing and discuss how to incorporate volunteer input. • August, 2016 – Lead agencies to convene meeting to provide volunteers with information on current processes. • September, 2016 – Lead agencies to convene meeting to solicit input on opportunities and challenges of aligning priorities and processes. • October 2016 – Lead agencies to convene meeting to obtain ideas on coordinated funding application and award process. • November – December, 2016 – Potential subcommittee meetings on individual issues. • January – February, 2017 – Lead agencies draft processes and policies. • March 2017 – Public review of draft processes and policies. • April – May 2017 – Finalize processes and policies. • June - July 2017 – Board of Supervisors, Los Angeles City Council & Los Angeles City Housing Commission action.
<p>E14: Enhanced Services for Transition Age Youth</p> <p><u>Target Implementation Dates:</u></p> <p>Phase 1- August 2016 Phase 2- December 2016 Phase 3- January 2017 Phase 4- June 2017</p>	<p>Meeting with County department collaborators and community volunteers was held on May 18, 2016 to discuss various components of HI Strategy E14 as follows:</p> <ul style="list-style-type: none"> • Phase 1 - Work with the Los Angeles Coalition to End Youth Homelessness to increase and maximize collaboration between County agencies and community-based organizations serving homeless youth. • Phase 2 – Support the expansion of Youth CES and Shelters and provide housing navigation. • Phase 3- Design a Youth Housing Stability Assessment pilot, where one or more County departments, one or more school districts, and a CBO serving mainstream youth will administer a quick prescreening tool to determine if a youth should be referred to the Youth CES. • Phase 4 – Expand drop-in centers, transitional housing for youth and aftercare/ case management. <p>Work underway by LAHSA on LA City Strategies 9F and 7N will contribute to HI Strategy E14 deliverables. This includes a youth housing gap analysis that will serve to inform on Phases 2 and 4. Ongoing meetings are being scheduled with partners to assess data on discharges from foster care, strengthening collaboration with County departments, and screening tools to identify homeless TAY.</p>	<ul style="list-style-type: none"> • Schedule next meeting with partners. • Complete CES RFP reviews to determine Youth CES expansion sites. • Data meeting for the housing gaps analysis. • August 1 Meeting between the LA Coalition to End Youth Homelessness and County agencies.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>The CES RFP was released in June and proposals are being reviewed:</p> <ul style="list-style-type: none"> • Youth CES proposals were received from all eight SPAs. Funded proposals will allow for expansion of Youth CES to those SPAs. • The CES RFP included funding for Rapid Re-housing for TAY. • The start date for contracts is October 1, 2016. <p>Opportunities for funding and technical assistance for enhancing TAY services are also being explored at both the federal and state level. LAHSA applied for and Los Angeles County was selected as one of three communities in the United States to receive a 100-Day Challenge from <i>A Way Home America</i>. This national initiative aims to support communities in reaching the federal goal of ending youth homelessness by 2020. The initiative will bring additional technical assistance to Los Angeles to support the implementation of Youth CES in the new SPAs that will be funded through the CES RFP for Regional Coordination.</p>	
<p>E15: Homeless Voter Registration and Access to Vital Records</p> <p><u>Target Implementation Date:</u> October 2016</p>	<p>In May, with the goal of increasing engagement with homeless residents, RR/CC discussed the possibility of eliminating the need for a Notary Public to witness signing of a Certificate of Identity during outreach events in the field. An initial listing of homeless services agencies and organizations was also developed; they will be contacted for partnerships to launch targeted outreach to homeless residents.</p> <p>In June, initial discussion with Polling Place recruitment section took place to discuss possible placement of Polling Places for greater access by homeless populations.</p> <p>RR/CC also finalized a community outreach flyer that provides information regarding voter registration and access to birth certificates.</p>	<p>Follow-up meeting will take place to discuss Polling Place recruitment as identification of Polling Place locations for the November 2016 General Election has been challenging due to lack of site availability, logistics, and administrative policies described within the California Elections Code.</p> <p>RR/CC will collaborate with County departments and homeless community providers to identify the most effective approach for disseminating informational flyer.</p>
<p>E16: Affordable Care Act Opportunities</p> <p><u>Target Implementation Date:</u> January 2017 (largely dependent on the Whole Person Care (WPC) Pilot award from the California Department of Health Care Services)</p>	<p>Much of the work under this Strategic area depends on funding through the Whole Person Care (WPC) Pilot and the Health Homes initiative. LA County submitted a WPC proposal on July 1, 2016 in response to the State's Request for Proposals. The proposal contained extensive funding to support individuals who are homeless, and other high-risk LA County residents. If funded (WPC is a competitive process), WPC will begin implementation in early 2017. Final notifications are expected in November, 2016. The Health Agency is currently beginning planning around these important initiatives, but does not anticipate implementation until early 2017. Implementation of Health Homes is targeted for 2018, under the leadership of the Managed Care Health Plans. To date, it is uncertain what shape Health Homes will take in Los Angeles County.</p> <p>The Health Agency hopes to leverage opportunities to augment access and benefits for the sickest and most vulnerable LA county residents through the WPC and Health Homes initiatives in the coming years. If funded, these initiatives will allow the Health Agency to build critical</p>	<ul style="list-style-type: none"> • Key next steps in WPC include: a response to State requests for clarification and augmentation of LA County's WPC proposal; increasing multi-stakeholder engagement (e.g. Health Agency, health plan and community partners); and preparation for implementation of programs within the WPC proposal. The State anticipates notifying awardees in the November 2016. • The Health Agency hopes to use WPC in 2017 to lay a strong foundation for the Health Homes initiative in 2018. For the time being, the Health Agency continues to await greater clarity on the structure of the Health Homes program.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<p>infrastructure to fill current care gaps (e.g. recuperative care, sobering centers); strengthen integrated care delivery and improve data integration and collaboration across the Health Agency and with County and community partners; and support intensive care management activities for the sickest and most vulnerable LA County residents. In planning for WPC, the Health Agency convened numerous multi-stakeholder meetings to discuss a large variety of approaches for different target populations, including individuals who are homeless. These meetings, led by the DHS Housing for Health Division, created the framework for proposed work with homeless individuals through the WPC pilot, including: Homeless Care Support Services; Recuperative Care; Benefits Advocacy (e.g. SSI, SSDI); Tenancy Support Services; and expansion of street outreach teams. WPC funds cannot directly fund housing or housing subsidies.</p> <p>The County continues to enroll and expand access to services for individuals who qualify for Medi-Cal. In addition to coverage expansion, the Affordable Care Act (ACA) has led to benefit expansion, which has increased services available to homeless individuals. Implementation of the Drug Medical Waiver in the coming year (described in HI Strategy E2) is a key example. .</p>	
<p>E17: Regional Homelessness Advisory Council (RHAC) and Implementation Coordination</p> <p><u>Target Implementation Dates:</u></p> <p>RHAC - December 2016</p> <p>Homeless Strategy Implementation Group - TBD</p>	<p>In May, pursuant to the recommendation by LAHSA's Ad Hoc Committee on Governance, the LAHSA Commission authorized staff to establish the Regional Homelessness Advisory Council.</p> <p>LAHSA and Home For Good are in discussions to establish the bylaws and membership structure that will reflect a cross-sector, public-private, multi-agency, institutionally-diverse and regionally-inclusive membership.</p> <p>In June and July, LAHSA attended Los Angeles Continuum of Care Quarterly Community Meetings in each SPA and advised the community about the formation of the RHAC.</p> <p>LAHSA and United Way are developing the RHAC's membership composition.</p>	<p>As the formation of a RHAC is called for in both the City and County's strategic plans, LAHSA will coordinate implementation efforts with both jurisdictions.</p> <p>By September, LAHSA will develop the RHAC membership structure/process and bylaws.</p> <p>By October, LAHSA will finalize the selection of the RHAC board members.</p> <p>First RHAC meeting will take place in November or December.</p> <p>LAHSA will commence planning for the Homeless Strategy Implementation group with the CEO and the Los Angeles City CAO.</p>
<p>F1: Promote Regional SB 2 Compliance</p> <p><u>Target Implementation Date:</u></p> <p>January 2017</p>	<p>Regional Planning completed a Request for Proposals (RFP) to implement this Strategy that is currently undergoing internal review. Regional Planning added considerations for supportive housing and fair housing, which are related and integral issues, into the scope.</p>	<ul style="list-style-type: none"> • Issue RFP. • Reach out to State Department of Housing and Community Development. • Reach out to stakeholder groups. • Inventory and analyze existing emergency shelters and transitional housing in the unincorporated areas.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>F2: Linkage Fee Nexus Study</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>Regional Planning completed an RFP that is currently undergoing internal review. The RFP is for an affordable housing action plan that will outline steps for completing a study to support the establishment of a linkage fee, in addition to other actions to support the County's affordable housing and homeless goals.</p> <p>Staff has met twice with community stakeholders, such as affordable housing advocates, designers, developers, and attorneys to discuss a variety of housing and equitable development strategies.</p>	<ul style="list-style-type: none"> • Issue RFP. • Continue discussions with stakeholder groups.
<p>F3: Support for Inclusionary Zoning for Affordable Rental Units</p> <p><u>Actual Implementation Date:</u> March 2016</p>	<p>County-supported AB 2502 which would allow for inclusionary zoning of rental units is currently in the State Assembly Local Government Committee.</p>	<ul style="list-style-type: none"> • Continue to monitor AB 2502 once the State legislature is back from recess in August 2016. • If AB 2502 is not enacted, support similar legislation in 2017.
<p>F4: Development of Second Dwelling Unit Pilot Project</p> <p><u>Target Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> • Regional Planning began inventorying permitted second units to date and recent violations for unpermitted second units. An internal DRP working group met three times to discuss ways to remove barriers to second units by modifying the County's existing ordinance. • DRP staff consulted with other County departments on ways to update the ordinance. • DRP and CDC researched second unit programs in other jurisdictions. • DRP and CDC brainstormed ideas for implementation of the pilot program and met with CEO's Homeless Initiative team to discuss ideas and timeline for pilot program implementation. 	<ul style="list-style-type: none"> • Development of recommendations to improve permitting and processing of second dwelling units. • Work with CDC to develop financial assistance for the construction of second dwelling units. • Convene an interdepartmental County working group in late July 2016 to review policy recommendations for the ordinance update and ideas for the pilot program. • Complete and review draft Second Dwelling Unit ordinance, and continue to refine concepts for the pilot program, which could include a design competition and construction of prototypes, in addition to assistance to property owners. •
<p>F5: Incentive Zoning/Value Capture Strategies</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> • Regional Planning completed an RFP that is currently undergoing internal review. The RFP is for an affordable housing action plan that will outline steps for incentive zoning and value capture, in addition to other actions to support the County's affordable housing and homeless goals. • Staff has met twice with community stakeholders, such as affordable housing advocates, designers, developers, and attorneys to discuss a variety of housing and equitable development strategies. • 	<ul style="list-style-type: none"> • Issue RFP. • Continue discussions with stakeholder groups every other month.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>F6: Use of Public Land for Homeless Housing</p> <p>Target Implementation Date: November 2016</p>	<ul style="list-style-type: none"> Preliminary list of County-owned sites is currently being vetted for suitability to build homeless/affordable housing, including the goal of identifying the top five most suitable properties. One or more of the properties being vetted could be used for the Board-approved pilot project to encourage the development of pre-fabricated/shipping container multi-unit homeless housing. 	<ul style="list-style-type: none"> Establish a comprehensive up-to-date database of available County property suitable for housing; determine suitability of prospective sites. Develop governing structure options to own, hold, prepare, and dispose of County land for affordable housing. Develop policies regarding the use of County land to promote the development/preservation of affordable/homeless housing. In collaboration with the City of Los Angeles, explore opportunities to use federal surplus property for affordable/homeless housing.

Abbreviations Key:

ACA	- Affordable Care Act	ISD	- Internal Services Department
CES	- Coordinated Entry System	LAHSA	- Los Angeles Homeless Service Authority
CEO	- Chief Executive Office	LASD	- Los Angeles Sheriff Department
CMS	- Center for Medicare and Medicaid Services	ODR	- Office of Diversion and Re-entry
DCFS	- Department of Children and Family Services	PATH	- People Assisting the Homeless
DHS	- Department of Health Services	PD	- Public Defender
DMC-ODS	- Drug Medi-Cal Organized Delivery System	RHAC	- Regional Homelessness Advisory Council
DPH	- Department of Public Health	SAPC	- Substance Abuse Prevention and Control
DPO	- Deputy Probation Officer	SOAR	- SSI/SSDI Outreach, Access, and Recovery Team
DPSS	- Department of Public Social Services	SPA	- Service Planning Area
FSC	- Family Solutions Center	SSDI	- Social Security Disability Insurance
GR	- General Relief	SSI	- Supplemental Security Income
HACLA	- Housing Authority of City of Los Angeles	TAY	- Transition Age Youth
HACoLA	- Housing Authority of County of Los Angeles	VA	- Veterans Administration
HMIS	- Homeless Management Information System	WPC	- Whole Person Care



County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI
Chief Executive Officer

November 9, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

HOMELESS INITIATIVE QUARTERLY REPORT #3

On February 9, 2016, the Board approved the Los Angeles County Homeless Initiative (HI) recommendations, including 47 Strategies to combat homelessness, and instructed the Chief Executive Officer (CEO) to report back to the Board on a quarterly basis regarding the implementation status and outcomes of each Strategy. Quarterly reports were provided to the Board on May 9 and August 9, 2016. This is the third HI quarterly report to the Board of Supervisors which addresses the implementation status of the 47 approved Strategies, and status of additional directives and motions approved by the Board on February 9, 2016.

Status Update on HI Strategies

Of the 47 Homeless Initiative Strategies approved by the Board, 17 have been fully or partially implemented. The remaining Strategies are scheduled to be implemented between November 2016 and July 2017 (Attachment 1). The attached chart summarizes the status of the Strategies (Attachment 2).

Strategy Implementation Highlights

As described in Attachment 1, County departments and their community partners have made substantial progress in implementing the Homeless Initiative Strategies approved by the Board on February 9, 2016. Below are some of the implementation highlights to date:

- **A1 Homeless Prevention Program for Families**
129 families have retained permanent housing; 247 families are currently being assisted with homeless prevention services.
- **B1 Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI**
12 individuals have been housed and 41 are searching for housing.

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- **B3 *Partner with Cities to Expand Rapid Re-Housing***
150 clients have been housed; 357 clients are enrolled in various stages of engagement leading to rapid-rehousing. Additionally, the County is in the final stages of executing partnership agreements with the cities of Pasadena, Santa Monica, and West Hollywood to expand rapid re-housing for families and individuals.
- **B4 *Facilitate Utilization of Federal Housing Subsidies***
Six formerly homeless families have been successfully housed, with an additional seven homeless families in the final stages of placement. 30 landlord requests to participate in the Homeless Incentive Program have been received, and 12 vacant units for voucher holders have been secured, with an additional 10 vacant units currently being processed.
- **B6 *Family Reunification Housing Subsidy***
A Request for Proposals was issued in October 2016; service agreements with providers are targeted to be executed by the end of the year to provide rapid re-housing and case management services to families in the child welfare system where the parent(s)' homelessness is the sole barrier to the return of the child(ren).
- **B7 *Interim/Bridge Housing for Those Exiting Institutions***
18 agreements have been executed to fund 168 new interim and bridge housing beds for people exiting institutions in LA County, effective October 1, 2016.
- **C1 *Enhance the CalWORKs Subsidized Employment Program for Homeless Families***
Procurement process completed and services targeted to commence in November 2016.
- **C2/ *Increase Employment for Homeless Adults by Supporting Social Enterprise/***
C4/ *Establish a Countywide SSI Advocacy Program for People Experiencing Homeless or At Risk of Homelessness/*
C5 *Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness*
Both the Ordinance for Social Enterprise Preference Program and Social Enterprise Certification Program have been implemented
- **C6 *Targeted SSI Advocacy for Inmates***
Request for Proposals to secure Benefits Advocacy contractors released on September 21, 2016. Deadline for submission of proposals was October 31, 2016.
- **D2 *Expansion of Jail-in Reach***
Staff has been hired to support the expansion of jail in-reach. Existing work orders were augmented for participating Intensive Case Management Services providers who will be conducting jail in reach services: LAMP, Special Services for Groups, Amity Foundation, and Volunteers of America.

- **E1 *Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits***
The Social Security Administration and US Interagency Council on Homelessness convened a hearing in Los Angeles with the State, County and key community partners to explore ways to enhance access to SSI for individuals experiencing homelessness.
- **E4 *First Responders Training***
The training curriculum has been developed and the initial training class took place on October 26, 2016.
- **E6 *Countywide Outreach System***
The initial RFP process has been completed and new contracts were awarded for 12 CES outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016.
- **E8 *Enhance the Emergency Shelter System***
As of October, there is a total of 1,595 shelter beds operating 24 hours per day/7 days/week with enhanced services provided on site. LAHSA awarded funding for housing navigation services that will focus on the shelter system; nine agencies, representing all eight SPAs (two in SPA 6), were awarded funding.
- **E14 *Enhanced Services for Transition Age Youth***
The Youth Coordinated Entry System has been implemented.
- **F1 *Promote Regional SB 2 Compliance and Implementation***
A Request for Bids has been released to solicit consultant assistance to promote and implement SB2 compliance. Execution of contract with selected consultant is planned for January 2017.
- **F2/ *Linkage Fee Nexus Study/***
F5 *Incentive Zoning/Value Capture Strategies*
A Request for Proposals has been released to solicit a consultant team to:
1) prepare an Affordable Housing Action Plan for the unincorporated areas of the County that includes strategies for inclusionary housing, community land trusts, linkage fees on development, affordable housing preservation, and other incentive zoning strategies; and 2) prepare studies on existing conditions and markets, linkage fee nexus, and inclusionary housing feasibility.

Board Directives Associated with Approval of HI Strategies

In addition to approving the 47 Homeless Initiative Strategies, the Board directed this Office to complete various related activities. The following are updates on some of those directives:

- **Evaluation Plan**

On February 9, 2016 the Board directed the CEO to report back on the development of an evaluation plan for the HI Strategies. The *Homeless Initiative Evaluation Framework* was first discussed with the Homeless Policy Deputies in July 2016 and was approved and finalized at the September Deputies' meeting (Attachment 3). The framework has also been shared with participating County departments and the Los Angeles Homeless Services Authority. The first annual evaluation is projected for January 2018 and will cover program performance for fiscal year 2016-17. An interim evaluation brief will be provided in February 2017.

- **Research Agenda**

The Board directed the CEO to submit for approval a proposed research plan on homelessness for Los Angeles County. The attached *Research and Data Priorities for 2017-2018* was developed in collaboration with United Way – Home for Good and various policy stakeholders who participate in Home for Good (Attachment 4); it recommends focusing research activities on the following: 1) Transitions into homelessness: Understanding the dynamics of why individuals and families become homeless; 2) Transitions out of homelessness: To conduct an analysis of best practices of moving people out of homelessness and ensuring strong retention in permanent housing; and 3) Population characteristics: Creating a comprehensive analysis of the demographic characteristics of the homeless population. The Research Plan will be discussed at the Homeless Deputies meeting on November 17, 2016.

- **Targeted Homeless Services/Outreach to Heavy Users (Top 5% List)**

On February 9, 2016, the Board directed the CEO, in collaboration with affected departments, to prioritize housing and related services for homeless single adults for whom the County incurs the highest costs, and identify potential resulting savings to be redeployed to combat homelessness. On May 17, 2016, the Board further directed the CEO to examine how County funds are spent to serve the top five percent of homeless single adults who utilize 40 percent of the services and associated costs for single adults experiencing homelessness.

On September 13, 2016, the CEO provided both additional detail regarding the services and costs for these high-cost homeless single adults, and a protocol for identifying and prioritizing them for housing and related services. Commencing this month, this protocol will be used to provide each department with a rank-ordered subset of the County homeless high-cost service utilizers served by that department. Each department will use its list to conduct additional in-reach and outreach activities. In addition to these lists, the Office of Homelessness and Research and Evaluation Services are finalizing a query system through which departments will be able to identify homeless individuals on the countywide five percent list who are not on the department's subset of the countywide list. More information on the status of these activities will be provided in subsequent reports.

Item 47-A from the February 9, 2016 Board Meeting

Responses to all directives were previously submitted to the Board based on the due dates specified in the motion, with follow-up responses required for the following directives:

- **Directive #4: Database of Community Residents Interested in Supporting the Siting of Affordable Housing Projects**

The Chief Information Office (CIO) is assessing potential programs that may be utilized for community outreach and advocacy by interested community members who would support siting and development of affordable and permanent supportive housing in neighborhoods and communities. One of these potential programs is nextdoor.com, a private social media platform, which is specifically designed to foster neighbor-to-neighbor communication to build strong and safe local communities. Further discussions are scheduled to determine the administration and coordination of participating County departments in the use of a social media platform. Once this has been determined, the CIO will coordinate with the Office of Homelessness and other stakeholders to select and utilize a social media platform in support of program advocacy and community outreach.

- **Directive #5: Pilot to Incentivize the Use of Prefabricated Construction**

On April 11, 2016 the CEO provided the Board with a report recommending that the County issue a Request for Proposals (RFP) for a pilot project to develop homeless housing on County-owned property with one of the conditions being that proposals be innovative in utilizing pre-fabricated/shipping container construction. Details of the RFP were scheduled to be provided to the Board in October. Due to technical issues involving construction details, the recommended RFP is expected to be provided to the Board by March 2017.

Homeless Initiative Community Conference

The Office of Homelessness will host the first annual Homeless Initiative Community Conference on February 8, 2017. The Conference will bring together key community and government partners to sustain a focus of the coordinated efforts to combat homelessness in Los Angeles County. The Conference goals include, but are not limited to, reflecting on the first year's accomplishments and lessons learned since the Board's approval of the HI strategies on February 9, 2016, celebrating unprecedented ongoing collaboration amongst diverse public, private and community partners, planning for the second year of HI implementation, and exploring future opportunities including new resources.

Each Supervisor
November 9, 2016
Page 6

The next HI quarterly report will be submitted on February 9, 2017. Please let me know if you have any questions, or your staff may contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752, or at pansell@ceo.lacounty.gov

SAH:JJ:FAD
PA:AO:ef

Attachments

c:	Executive Office, Board of Supervisors County Counsel District Attorney Sheriff Alternate Public Defender Animal Care and Control Arts Commission Beaches and Harbors Child Support Services Children and Family Services Community and Senior Services Community Development Commission Consumer and Business Affairs Fire Department	Health Services Human Resources LAHSA Mental Health Military and Veterans Affairs Parks and Recreation Probation Public Library Public Health Public Social Services Public Works Regional Planning Registrar Recorder/County Clerk Superior Court
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Homeless Initiative Quarterly Report No. 3 – As of October 15, 2016

Status of Strategies to Combat Homelessness

Strategy	Status	Next Steps
PREVENT HOMELESSNESS		
<p>A1: Homeless Prevention Program for Families</p> <p><u>Implementation Date (Actual or Target)</u></p> <p><u>Implementation Dates:</u> Phase 1: Actual - May 9, 2016 Phase 2: Target - November 2016</p>	<p>Phase 2 implementation planning continued which will result in a signed contract amendment in November 2016 that will enable LAHSA to augment the Homeless Prevention Program for Families to include:</p> <ul style="list-style-type: none"> • Legal services to prevent families from being evicted; • Additional Family Service Center (FSC) case managers in order to assist more at-risk families; and • Additional funding to support various types of direct housing assistance customized to each family's needs. <p>Since January 2016, 247 families have received homeless prevention services through the FSCs. 129 of these families have retained permanent housing.</p>	<ul style="list-style-type: none"> • Execute Phase 2 contract amendment to provide LAHSA the ability to secure the following Phase 2 services: <ul style="list-style-type: none"> ○ Develop and release an RFI to provide legal services to prevent families from being evicted. ○ Hire at least one additional case manager per FSC. ○ Provide more at-risk CalWORKs and non-CalWORKs families prevention services. • Continue to work with domestic violence advocates to strengthen existing protocols to serve at-risk families fleeing violence.
<p>A2: Discharge Planning Guidelines</p> <p><u>Target Implementation Date:</u> February 2017</p>	<ul style="list-style-type: none"> • Draft guidelines have been developed and they are currently being vetted with the workgroup. • Current departmental discharge policies were reviewed in the development of the "draft guidelines" and components were included from the current guidelines. 	<ul style="list-style-type: none"> • Strategy A2 workgroup meetings are ongoing. • A community stakeholder meeting will take place in the near future.
<p>A3: Housing Authority Family Reunification Program</p> <p><u>Implementation Dates:</u> HACLA Actual - March 18, 2016 HACoLA Target - TBD</p>	<ul style="list-style-type: none"> • LASD referred 16 individuals to the HACLA pilot program since July 14, 2016. (LASD has made 26 total referrals since March 2016.) • During the 3rd quarter, HACoLA continued its research on other Housing Authorities across the nation who have implemented pilot re-entry programs, and reviewed HACoLA policies that could possibly be affected by the implementation of a reentry program. • Current HACoLA policy allows some discretion in the screening of applicants and new household members, but that discretion only extends to certain offenses. 	<ul style="list-style-type: none"> • LASD will continue to refer individuals to the HACLA pilot program. • HACoLA will continue to evaluate the feasibility of implementing a re-entry program. This includes conducting another meeting with the Housing Authority of the City of Los Angeles to evaluate the current state of their pilot program.
<p>A4: Foster Care Discharges</p> <p><u>Target Implementation Date:</u> March 2017</p>	<p>Co-leads DCFS and Probation continue to meet with stakeholders and planning team. Strategy consists of ten elements.</p> <ul style="list-style-type: none"> • Focus has been on enhancing transition planning meetings and discharge plan. A framework for a structured youth transition plan was developed to ensure that discharge plan includes appropriate housing and wrap-around support services and linkage to education, employment and public benefits (six of ten components). 	<ul style="list-style-type: none"> • Ongoing planning among implementation team members on various components of Strategy. • Engaging other arms of DCFS to obtain line participation in planning and implementation.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> Preliminary discussion on assessment of youth to determine placement into the Supervised Independent Living Program (SILP) as an appropriate placement for the TAY and to provide broader access to the SILP. 	
SUBSIDIZE HOUSING		
<p>B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI</p> <p><u>Actual Implementation Dates:</u> Phase 1: August 2016 Phase 2: October 2016</p>	<ul style="list-style-type: none"> DPSS fully implemented Phase 1 by expanding B1 General Relief (GR) Housing Subsidies to the remaining five GR offices that did not previously provide them, including better targeting of these subsidies to strong SSI applicants. Through September 30, 2016: <ul style="list-style-type: none"> 76 SSI applicants were referred for B1 GR Housing Subsidy interview; 53 of these SSI applicants were determined eligible for and began searching for rental housing; 12 of these SSI applicants found housing approved and are currently using their B1 subsidy; 8 of whom have had their housing approved and are currently using their B1 subsidy. DHS began implementing Phase 2 by expanding availability of its current Housing for Health Programs to B1 eligible participants (i.e., homeless, disabled individuals applying for SSI). These DHS housing programs provide more intensive supportive services, case management, and/or long-term housing subsidies. 	<p>DPSS and DHS continue to develop a screening and referral process for those homeless SSI applicants identified by GR District staff as needing more intensive supportive services, case management, and/or a long-term housing subsidy.</p>
<p>B2: Expand Interim Assistance Reimbursement (IAR) to Additional County Departments and LAHSA</p> <p><u>Target Implementation Date:</u> March 2017</p>	<ul style="list-style-type: none"> Meeting held with LAHSA and impacted County departments to discuss guidelines for claiming IAR. Departments tasked with completing survey to identify potential claimable expenses to IAR and average number of claimable services per department. Clarification needed from CDSS on various issues identified during meeting with impacted departments. 	<ul style="list-style-type: none"> Based on survey results, DPSS will assess feasibility and potential resource need for administering IAR collection for additional County departments and LAHSA. MOU Language will be drafted by CEO HI staff for additional County departments/LAHSA and County departments administering IAR collection.
<p>B3: Partner with Cities to Expand Rapid Re-Housing</p> <p><u>Actual Implementation Dates:</u> Individuals: June 30, 2016 Families/TAY: October 1, 2016</p>	<p><u>DHS/Rapid Re-Housing for homeless adults:</u></p> <ul style="list-style-type: none"> DHS is working with the cities of Santa Monica, Pasadena, and West Hollywood in executing agreements to allow Brilliant Corners to accept each city's funding. Currently, there are 150 adults housed under rapid re-housing, and 357 adults are enrolled in various stages of engagement (outreach, intake, searching for housing, etc.). <p><u>LAHSA/Rapid Re-Housing for homeless families and youth:</u></p> <ul style="list-style-type: none"> LAHSA has executed contracts with service providers for rapid re-housing services for TAY and families. 	<p>DHS and LAHSA will work closely to:</p> <ul style="list-style-type: none"> Continue to work with the cities of West Covina and Inglewood on executing contracts to expand rapid re-housing in their areas. Engage other cities expressing interest to allocate funds to expand rapid rehousing assistance in their areas. LAHSA will approach the Cities of Pasadena, Santa Monica, and West Hollywood to discuss the possibility of transferring funds to LAHSA's rapid rehousing for TAY and families, since they have already worked closely with DHS on rapid

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>B4: Facilitate Utilization of Federal Housing Subsidies</p> <p><u>Actual Implementation Date:</u> May 18, 2016</p>	<ul style="list-style-type: none"> HACoLA has finalized the move in assistance and damage mitigation components of the incentive program, and has begun receiving landlord requests to participate in the Homeless Incentive Program by setting available units aside for homeless families with a HACoLA voucher. As of 9/26/16, HACoLA has received 30 landlord requests to participate in the Homeless Incentive Program (HIP). Provided \$15,310 in incentive payments to secure 12 vacant units for HACoLA voucher holders, with an additional ten vacant units currently in process to receive incentive payments. Successfully leased units to six formerly homeless households, with an additional seven households in the final leasing stages. 	<ul style="list-style-type: none"> HACoLA will continue its marketing and outreach to recruit landlords to participate in the incentive program via HouseLA luncheon presentations held in the community; the next HouseLA event is scheduled to take place in November 2016. re-housing for adults. LAHSA will provide outcomes for families and TAY in the next quarterly report.
<p>B5: Expand General Relief Housing Subsidies</p> <p><u>Target Implementation Date:</u> July 2017</p>	<p>DPSS continues to monitor the level of savings from the Mandatory Substance Use Disorder Recovery Program (MSUDRP), which will be used to fund the implementation of this Strategy.</p>	<p>DPSS continues to consider alternative funding and approaches to implement elements of this Strategy in advance of sufficient MSUDRP savings being available to fully implement this Strategy.</p>
<p>B6: Family Reunification Housing Subsidy</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>The Community Development Commission issued a Request for Proposals for rapid re-housing and case management services.</p>	<p>Evaluation of proposals and selection of service providers is expected to be completed by December 2016 for an estimated launch of January 2017.</p>
<p>B7: Interim/Bridge Housing for Those Exiting Institutions</p> <p><u>Actual Implementation Date:</u> October 1, 2016</p>	<ul style="list-style-type: none"> Program guidance and forms were developed to notify service providers about program guidelines. On October 2, 2016, an implementation and training meeting was held with contract awardees to explain eligibility and verification requirements for bridge housing providers using B7 funds. LAHSA awarded B7 funds to 18 programs to support 268 new bridge housing beds. DHS has added over 100 bridge housing beds since July 2016 and now manages over 500 bridge housing beds for individuals with complex health and/or behavioral health conditions. DHS bridge housing includes recuperative care and settings with onsite intensive behavioral health services. Through Strategy B7, DHS is able to serve clients with a criminal justice history who are eligible for AB 109 or SB 678 funding. 	<ul style="list-style-type: none"> The County departments/agencies working on this Strategy will meet with community volunteers to discuss eligibility and verification guidelines for the program participants. The B7 workgroup will meet with healthcare stakeholders.
<p>B8: Housing Choice Vouchers for Permanent Supportive Housing</p>	<ul style="list-style-type: none"> HACoLA executed a MOU with LAHSA to provide homeless referrals utilizing coordinated entry to prioritize the placement of chronically homeless households. HACoLA continued to have planning meetings with LAHSA, the Department of Mental 	<p>HACoLA will conduct a series of trainings for its community partners who will be helping homeless households complete the application process. This training will help the partners understand how to</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>Actual Implementation Date: June 30, 2016</p>	<p>Health, and the Department of Public Social Services.</p> <ul style="list-style-type: none"> HACoLA conducted stakeholder meetings with all of the community organizations who have had a previous agreement to provide HACoLA with applicant referrals. The purpose of these meetings was to hear their feedback on ways to streamline and improve the referral process. 	<p>complete the HACoLA application and ensure a smooth eligibility determination process.</p>
INCREASE INCOME		
<p>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</p> <p>Target Implementation Date: November 2016</p>	<p>Procurement process completed and contracts have been negotiated with contractors. Services targeted to begin in November 2016.</p>	<p>Monitor implementation activities and contractor performance.</p>
<p>C2: Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise</p> <p>Target Implementation Dates: Phase 1 - October 2016 Phase 2 - February 2017 Phase 3 - April 2017</p>	<ul style="list-style-type: none"> Continued collaboration with the Department of Consumer and Business Affairs (DCBA) as co-lead with the CEO on this Strategy. Phase one includes County adoption of the Social Enterprise Preference Program. Although the County Ordinance was adopted on July 19, 2016 to provide preference to Certified Social Enterprise entities during the procurement process, the Social Enterprise Certification Program was implemented on October 25, 2016. As Social Enterprises become certified, a comprehensive inventory of Social Enterprises and services provided by certified Social Enterprise in LA County will be available. Continuing work with County Counsel on Phase 2 which will include: 1) Enhancement to the countywide procurement process to award a preference to bidders who agree to subcontract with Social Enterprise entities; 2) Development of a Request for Statement of Qualifications to support the creation of Alternative Staffing Organizations (ASOs) and 3) Designating ASO's as preferred temp agency for County departments, contractors and sub-contractors. Phase 3 will include leveraging the DPSS CalWORKs Transitional Subsidized Employment Program to place program participants with ASOs operated by Social Enterprise. 	<ul style="list-style-type: none"> CEO will continue to explore technical assistance opportunities with experts in the Social Enterprise arena on Phase 2 components. Share adopted Social Enterprise Preference Program with cities interested in collaborating. Identify procurement process for ASOs. Continue to collaborate with County Counsel on feasibility and mechanism for designating ASOs operated by Social Enterprise as preferred temporary staffing agency for County departments, contractors and subcontractors.
<p>C3: Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to increase Access to County Jobs</p> <p>Target Implementation Date: November 2016</p>	<ul style="list-style-type: none"> Met with staff from three social enterprise agencies to learn about the social enterprise's job-readiness programs. Conducting "train-the-trainer" sessions with staff from the three social enterprise agencies regarding navigation of the County's website and hiring process including the Veterans' Internship Program. Met with CEO's Classification and Compensation staff regarding permanent part-time positions for the targeted population. 	<ul style="list-style-type: none"> Complete "train the trainer" session for social enterprise agencies. Assess how homeless/formerly homeless individuals can be targeted using bulletins targeted for GAIN/GROW participants. Meet with DHR's Countywide Talent Assessment Division to find out how a special exam can be opened for the target population.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness</p> <p><u>Target Implementation Date:</u> January 2017</p> <p>C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or at Risk of Homelessness</p> <p><u>Target Implementation Date:</u> January 2017</p> <p>C6: Targeted SSI Advocacy for Inmates</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> C4, C5 and C6 planning and implementation is occurring jointly. Bi-monthly planning meetings continue to be held between DHS Housing for Health, Departments of Public Social Service (DPSS), Mental Health (DMH) and Military and Veterans Affairs (DMVA), Sheriff's Department (LASD) and DHS Correctional Health to continue planning around implementation of Benefits Advocacy Programs as described in Strategies C4/C5/C6. Released Request for Proposals for Benefits Advocacy Services on September 21, 2016. Mandatory Bidders Conference held on September 29, 2016. Three RFP Addenda addressing questions and answers from Bidders Conference were released October 3, 7 and 14, 2016 respectively. Field hearing with Social Security Administration (SSA), United States Interagency Council on Homelessness (USICH), LA County Chief Executive Office, California Department of Social Services Disability Determination Services, Department of Public Social Services, Department of Mental Health, Los Angeles Homeless Services Authority and community advocates to discuss enhanced partnership and streamlining process for SSI applications. DHS Housing for Health staff visited Twin Towers on October 7, 2016 with L.A. County Sheriff's Department (LASD) and DHS Correctional Health - Director of Care Transitions, to identify work space and coordinate with additional new staff within the Care Transitions Unit. 	<ul style="list-style-type: none"> Ongoing monthly meetings scheduled with DHS Housing for Health, DHS, DPSS, DMH, DMVA, LASD and DHS Correctional Health to discuss program development and implementation. Ongoing planning with DPSS on transition of SSI Advocacy from DPSS to DHS and newly contracted agencies. Evaluation of Proposals, which are due on October 31, 2016. Selection of contractors, submission of recommended contracts for Board approval, and implementation of contracts.
PROVIDE CASE MANAGEMENT AND SERVICES		
<p>D1: Model Employment Retention Support Program</p> <p><u>Target Implementation Dates:</u> Phase 1: January 2017 Phase 2: July 2017</p>	<p>Phase 1 involves strengthening existing job retention services and partnerships. To achieve this:</p> <ul style="list-style-type: none"> DPSS presented to its Homeless Case Managers (HCM) to reinforce existing Post-Employment Services (PES) policy and reinforce the HCM role and expectation that they actively promote PES among the families they serve, with emphasis on families emerging from homelessness who are newly employed. DPSS presented to all HCMs collocated at LAHSA's eight Family Solutions Centers (FSC) to reinforce existing Post-Employment Services (PES) policy and to strengthen their role connecting homeless families referred to the FSCs with Greater Avenue for Independence (GAIN) Program PES, as appropriate. DPSS discussed with South Bay Workforce Development Board (SBWDB) the development of a service partnership including the referral of some or all homeless Transitional Subsidized Employment (TSE) participants (i.e., Strategy C1 families) to local America's Job Centers of California (AJCC) to enroll those families in WIOA so they can receive existing job retention services through WIOA. WIOA retention services include assistance with paying bills, car repairs, transportation, etc. These WIOA services should be available to participants when they are no longer eligible for GAIN/Refugee Employment Program PES. <p>Phase 2 involves implementation of new job retention services and partnerships. This will include:</p>	<ul style="list-style-type: none"> DPSS and SBWDB will confirm the details of a service partnership that will include the referral of some or all homeless Transitional Subsidized Employment (TSE) participants (i.e., Strategy C1 families) to local America's Job Centers of California (AJCC) to enroll those families in WIOA so that they can receive existing job retention services through WIOA. DPSS will develop and distribute a flyer to inform all GAIN/REP participants (including homeless participants) about the availability of Post-Employment Services and actively promote these services to homeless participants. CSS will incorporate identified best practices on retention models into America's Job Center of California by conducting a workshop for all providers. Workshop will be scheduled in early 2017. CSS will identify any funding opportunities to implement mobile computer application. State

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> Development of a computer application that will provide on line case management-coaching, appointment reminder, employment and training information via handheld devices. App will serve as tool to serve participants in the American Job Center of California (AJCC) system and other workforce programs. CSS submitted a grant application to California Cy Pres Funds to pilot computer application. Enhance employment models in the Departments of Public Health and Mental Health to target homeless/formerly homeless individuals. DPH and DMH may have an opportunity to enhance best practices using new Medi-Cal waiver dollars or new MSHA Workforce, Employment and Training funds. Co-enroll participants in Workforce Innovation Opportunity Act funded programs to track employment retention annually. A preliminary list of identified best practice for employment retention has been developed. A final report on how those could be incorporated into existing employment models is pending. 	grant funding may be available in early 2017.
D2: Expand Jail in Reach <u>Target Implementation Date:</u> November 2016	<ul style="list-style-type: none"> Process for hiring DHS Clinical Social Worker positions is being conducted by DHS Human Resources. Two are expected to start in early November and one is pending live scan. Recruitment continues for the fourth position. Two LASD Custody Assistants (CAs) for the project have been identified and are undergoing training. DHS has augmented existing work orders with four participating Intensive Case Management Services providers who will be conducting D2 jail in reach services. The four agencies are LAMP, Special Services for Groups (SSG), Armlty Foundation, and Volunteers of America. 	<ul style="list-style-type: none"> Recruitment and hiring of 1 additional Clinical Social Worker (DHS) and 2 additional Custody Assistants (LASD). Training of DHS and LASD staff and ICMS in-reach provider staff. Schedule meeting with Jail Linkage and Jail Mental Evaluation Team staff to ensure coordination of jail-based services.
D3: Supportive Service Standards for Subsidized Housing <u>Target Implementation Date:</u> July 2017	<ul style="list-style-type: none"> Workgroup consisting of County and Los Angeles City agencies was established and met in October 2016. Workgroup members have been sent copies of various established supportive service standards. Additional standards will be provided as they are received. 	<ul style="list-style-type: none"> LAHSA to Hire Quality Standards Development Analyst. Expand workgroup participants to include PSH residents and provider agencies, and all PSH supportive services funders. Develop county-wide definition of supportive services. Develop quality standards for supportive services.
D4: Regional Integrated Re-entry Networks – Homeless Focus <u>Target Implementation Date:</u> April 2017	<ul style="list-style-type: none"> Development of D4 implementation strategy is occurring in conjunction with planning for the County's Whole Person Care pilot services for the reentry population. Responses to questions and revisions of grant proposal budget were submitted in July/August 2016 for a proposal to LA Care's Community Health Investment Fund (CHIF) to support a full time Reentry Health Network Coordinator for one year; the Coordinator will work on the development and implementation of a reentry health care network. 	<ul style="list-style-type: none"> Hiring of Reentry Health Network Coordinator (expected to start by end of October 2016). Develop implementation plan in conjunction with Whole Person Care planning efforts, including identification of initial participating clinic(s). Determine whether to pursue solicitation process

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> • Letter of award for LA Care CHIF award received October 4, 2016. • Public Health Foundation Enterprises was engaged as fiscal agent for hiring of Reentry Health Network Coordinator and the onboarding process has been initiated. 	<ul style="list-style-type: none"> to contact for homeless-focused services.
D5: Support for Homeless Case Managers <u>Target Implementation Date:</u> January 2017	<p>The CEO and LAHSA convened eight meetings with the County departments from August through October.</p> <ul style="list-style-type: none"> • On August 16, the D5 departments completed the Planning Guide that is intended to assist the departments in defining their challenges serving homeless individuals/families, assessing department resources (currently available and/or needed in the future) to address these challenges, and developing a plan of action for the identified Strategy components that each Department will implement. 	<ul style="list-style-type: none"> • Each County department will create and/or revise its internal Policies and Procedures for interactions with homeless persons and case managers (if applicable). • Community agencies will collaborate with the County departments to address referral and space sharing strategies in October/November. They will also provide input on the implementation of this strategy at the D5 meeting on November 13.
	<ul style="list-style-type: none"> • On September 13, the D5 group met with 21 community homeless providers (representing all SPAs) to obtain their feedback on D5 group's implementation protocol as the community partners play a vital role in successfully implementing the strategy. Workgroups were created to maximize departments' role/contribution in CES Regional Case Conferencing, develop effective referral process, and explore co-location partnerships with specific community organizations. • In September and October, six web meetings were held to discuss each Strategy component including policies and protocols, development of a standardized referral form, and each department's implementation status and anticipated go live date. 	<ul style="list-style-type: none"> • Select departments will implement this Strategy in January 2017.
D6: Criminal Record Clearing Project <u>Target Implementation Date:</u> January 2017	<ul style="list-style-type: none"> • The Public Defender has convened various planning meetings during the 3rd quarter. • Developed an HMIS Data Sharing Agreement with LAHSA. • Working with LAHSA to implement a Record Clearing Project for the 100 Day Challenge on Youth Homelessness. • The Public Defender is incorporating HI strategies in Prop 47 outreach and case clearing processes. 	<ul style="list-style-type: none"> • An initial meeting will be convened on October 26, 2106 with community based agencies/community volunteers and County partner agencies to present an outline of the implementation plan and get feedback and input on the plan. • Public Defender Department managers will begin attending LAHSA Quarterly Community Meetings in all SPAs. • Continue work on development of Homelessness status in Client Case Management System and integration of HMIS Data with current Department Data Base.
CREATE A COORDINATED SYSTEM		

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E1: Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> • Meeting held with stakeholders and community to identify areas of need for advocacy as it relates to SSI and Veterans Benefits. • Through continued collaboration with United States Interagency Council on Homelessness (USICH), a meeting and field hearing was held with Social Security Administration (SSA), and California Department of Social Services Disability Determination Services (DDS) to discuss enhanced partnership and streamlining process for SSI applications processed by Countywide Benefits Advocacy Programs (Strategies C4/C5/C6). • Conference call with representative from the Veterans Administration to discuss collaboration with Countywide Benefits Advocacy teams and streamlining process for Veteran's Benefits applications submitted by countywide team. 	<ul style="list-style-type: none"> • Follow-up with SSA/DDS on requests made during field hearing. • Coordinate meeting with the Department of Veterans Affairs, DMVA and DHS to discuss partnership, collaboration and streamlining processes for Veteran's benefits applications.
<p>E2: Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services</p> <p><u>Target Implementation Date</u> July 2017</p>	<ul style="list-style-type: none"> • From July 16, 2016 through October 31, 2016, the Department of Public Health, Substance Abuse Prevention and Control (DPH-SAPC) continued to engage in a range of planning activities for the launch of the Drug Medi-Cal Organized Delivery System (DMC-ODS), a pilot of California's Medi-Cal 2020 Section 1115(a) waiver. • In preparation for implementation of the DMC-ODS, DPH-SAPC collaborated with the California Institute for Behavioral Health Solutions (CIBHS), the University of California at Los Angeles (UCLA), and Change Companies to provide clinical and capacity building trainings for contracted SUD providers. • In addition, DPH-SAPC has been regularly meeting with the health plans (L.A. Care and Health Net) to develop memoranda of understanding that, when executed, will establish structured coordination of care for common clients. <p>Milestones achieved:</p> <ul style="list-style-type: none"> • On July 27, 2016, DPH-SAPC received final approval from the California Department of Health Care Services (DHCS) and the Federal Centers for Medicare and Medicaid Services (CMS) to move forward with its County Implementation Plan. • DPH-SAPC submitted its DMC-ODS Fiscal Plan and Rates to DHCS on August 11, 2016. Subsequently, on September 29, 2016, positive feedback was received from DHCS. Minor edits will be made to the fiscal plan before resubmission; final approval is expected in late fall. 	<ul style="list-style-type: none"> • DPH-SAPC will resubmit the DMC-ODS fiscal plan and rates to DHCS. • The Board of Supervisors must execute a contract with DHCS to deliver DMC-ODS services. • CMS must approve the executed State-County contract pertaining to DMC-ODS services. • DPH-SAPC will develop new provider contract language to align with the requirements and operationalization of the DMC-ODS. • DPH-SAPC will work with CIBHS to conduct regional interactive application clinics to provide guidance and individualized technical assistance on becoming certified DMC providers.
<p>E3: Creating Partnerships for Effective Access and Utilization of ACA Services by People Experiencing Homelessness</p> <p><u>Target Implementation Date:</u> January 2017 (largely dependent on the Whole Person Care (WPC) Pilot approved by the California Department of Health Care Services)</p>	<ul style="list-style-type: none"> • Action 1 (Identify and Share Information) – Cross-agency work is underway to share data across County agencies – e.g. through the Comprehensive Enterprise Data & Analytics Repository (CEDAR). There are additional efforts planned through Whole Person Care to create increased identity matching through the Countywide Master Data Management (CWMMDM) platform (to include Probation, Sheriff, and DPH/SAPC in the CWMMDM program). In addition, the LANES Health Information Exchange is progressing towards implementation later this year. One key feature of LANES will be the ability to obtain real-time data feeds on admissions, discharges, and transfers to DHS and other community hospitals and emergency departments. Whole Person Care will accelerate these activities and create opportunities for data sharing between the County and community partners (e.g. health plans and other community-based entities). 	<ul style="list-style-type: none"> • Action 1 (Identify and Share Information) – The Health Agency will use the WPC pilot to bring more community-based partners into the data integration effort. In the interim, we will continue with Agency level data integration efforts. • Actions 2 & 4 (Case Management for Health Care Services and Connect Homeless People to Health Care and Services) – The WPC proposal includes a large emphasis on individuals who are homeless. WPC will support/accelerate

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> • Actions 2 & 4 (Case Management for Health Care Services and Connect Homeless People to Health Care and Services) – Coordinated efforts are in place to identify individual needs of homeless individuals and link them to services. Housing for Health & the STAR clinic are leading efforts to engage and case manage homeless individuals in Metro LA. The C3 program is a strong example of this effort and WPC will greatly expand capacity to serve individuals who are homeless. WPC cannot pay for housing or housing subsidies directly, but would expand outreach (street teams), benefits advocacy (e.g. SSI/SSDI), and care management (homeless care support services) to individuals who are homeless, and enhance housing support through tenancy support services and the expansion of recuperative care beds. • Action 3 (Health Literacy Education) – The Health Agency continues to enroll qualified homeless individuals in Medi-Cal and work to navigate individuals to primary health care. The WPC Pilot and the Health Homes opportunities will enhance the Health Agency's ability to identify those who have fallen through the gaps through greater outreach efforts and greater community engagement. The newly formed, Health Agency Social and Behavioral Determinants of Health workgroup will focus on developing standardized screening approaches across the Health Agency. 	<p>identification/screening and linkages to needed services as homeless individuals come through many "doors". It will also support development and augmentation of field-based case management services, and outreach and engagement infrastructure for homeless individuals – particularly those with multiple, chronic physical and behavioral health issues. Funding for Street Team personnel is a component of the Whole Person Care proposal.</p> <ul style="list-style-type: none"> • Action 3 (Health Literacy Education) – The Social and Behavioral Determinants Workgroup will consider approaches to screening for and addressing health literacy. The workgroup meets monthly, and has representation from across the Health Agency.
<p>E4: First Responders training</p> <p><u>Actual Implementation Date:</u> October 2016</p>	<ul style="list-style-type: none"> • Conducted service provider site visits with LAHSA to develop law enforcement/provider relationship. • Convened follow-up meetings with LAHSA, County Fire Department, and E6 workgroup as part of the vetting of the curriculum. • First Responders curriculum has been completed. 	<p>Conduct the initial training class on October 26, 2016.</p>
<p>E5: Decriminalization Policy</p> <p><u>Target Implementation Date:</u> January 1, 2107</p>	<ul style="list-style-type: none"> • Presented to the LAHSA Homeless Advisory Group (HAG) to get their input and feedback on the Policy. • A public forum was held on August 24, 5:00 PM, at the Hall of Justice media room to encourage public input in developing policies and procedures for interacting with homeless individuals. • On September 7, 2016, the Policy was presented to the County Criminal Justice Coordinating Committee (CCJCC) at the request of the Executive Director. 	<p>Implement Policy on January 1, 2017.</p>
<p>E6: Countywide Outreach System</p> <p><u>Target Implementation Date:</u> March 2017</p>	<ul style="list-style-type: none"> • CEO/Board of Supervisors approved request for \$9.7 million for new multidisciplinary outreach staff. This will expand outreach services in each of the Service Planning Areas. The funding will be distributed based on the 2016 Homeless Count. • LAHSA completed its RFP process and awarded new contracts for 12 CES outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016. Funding was distributed based on the 2016 Homeless Count. • The framework continues to evolve and get more specific as funding awards are made and new funding for additional staff is allocated. 	<ul style="list-style-type: none"> • Negotiate contracts for multidisciplinary staff with CES regional leads. • Develop administrative structure that includes LAHSA/Health Agency to jointly oversee the implementation of the program and provide training and technical assistance as needed.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E7: Strengthen the Coordinated Entry System</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> During the third quarter, LAHSA and Home For Good have conducted input sessions with CES community providers from the single adult, family and youth systems. These meetings led to identification of opportunities for improvements through partial integration of the three systems, programmatic changes and increased funding. Integration efforts are expected to lead to improved coordination of screening and referrals, staffing, needed tools to maximize CES' effectiveness, and training for CES staff. In August, as part of the CES RFP, LAHSA awarded funding to community organizations for regional coordination, outreach coordination, outreach, housing navigation, crisis/bridge housing and rapid rehousing for families and youth, thus increasing the capacity of the CES. On September 28, LAHSA hosted a program orientation meeting for all contractors/programs that were awarded funding through the CES RFP. In August, LAHSA awarded funding to a new HMIS vendor. 	<ul style="list-style-type: none"> LAHSA will seek input from community organizations and stakeholders regarding the CES for families system and use feedback regarding areas that can be strengthened in creating the RFP for the following three fiscal years. LAHSA and new HMIS vendor will begin the coding process to ensure accurate data entry and reliability. It will also include transferring current HMIS data into the new platform. In November, LAHSA will submit a detailed assessment and recommended plan to: (1) strengthen the CES systems for adults, families and youth; (2) train the CES staff, and (3) enhance the HMIS system to address both current and future needs.
<p>E8: Enhance the Emergency Shelter System</p> <p><u>Target Implementation Date:</u> December 31, 2016</p>	<p>As of October, there is a total of 1,595 shelter beds with 24/7 operation (240 County beds in 11 sites and 1,355 City of Los Angeles beds in 23 sites) with enhanced level of services provided on site. 95% of City and 73% of County funded LAHSA beds have 24-hour operations.</p> <p>In October, through the CES RFP, LAHSA awarded funding for:</p> <p>(a) New crisis and bridge housing beds that will provide 24-hour operations, increased intake hours, three meals a day, increased flexibility in the duration of the clients' stay, and storage provisions, and</p> <p>(b) Housing navigation services that will focus on the shelter system.</p> <p>Nine agencies, representing all eight SPAs (two in SPA 6), were awarded funding.</p> <p>LAHSA drafted a "score card" that a shelter can use to self-score itself against an ideal set of criteria to establish countywide standardized low threshold criteria.</p> <p>On October 20, LAHSA released a second RFP to increase 24-hour crisis and bridge housing beds (155 additional beds) with unexpended funds from the first RFP. Program start date is February 1, 2017.</p>	<p>LAHSA will engage in the following activities:</p> <ul style="list-style-type: none"> In early November, LAHSA will host a "kick-off" implementation meeting for providers awarded funding for Housing Navigation. At the end of the quarter, LAHSA will report on outcomes from the housing navigation efforts. By December 2016, LAHSA will finalize the low-threshold common criteria with the community volunteers group. By December 2016, LAHSA will engage the shelter providers and animal advocacy groups to improve accommodation for homeless people with pets as well as storage for belongings. In February 2017, LAHSA will assess the length of participant shelter stays (pre and post 24/7 operation).
<p>E9: Discharge Data Tracking System</p> <p><u>Implementation Date:</u> TBD</p>	<p>Initial LAHSA committee discussions have begun. Exploration on how this strategy can intersect with LA City strategy 4A implementation is ongoing.</p>	<p>Coordinate and send joint e-mail invitation to volunteers for participation and input on this Strategy.</p>

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E10: Regional Coordination of Los Angeles County Housing Authorities</p> <p><u>Actual Implementation Date:</u> May 24, 2016</p>	<ul style="list-style-type: none"> HACoLA hosted the second quarterly roundtable meeting in September 29, 2016. Since last quarterly report, HACoLA has finalized interagency agreements with the Redondo Beach Housing Authority, and the Burbank Housing Authority. HACoLA now has interagency agreements with seven Los Angeles County Public Housing Authorities. 	<ul style="list-style-type: none"> Continuation of quarterly meetings with Housing Authorities to discuss strategies and identify areas of collaboration to combat homelessness in Los Angeles County. Finalization of a survey to identify topics for subsequent meetings.
<p>E11: County Specialist Support Team</p> <p><u>Target Implementation Date:</u> January 2017</p>	<p>In August, the Health Agency assumed leadership for this Strategy's implementation efforts in order to leverage Health Agency's existing efforts to create a multi-disciplinary team and team space. The E11 Group met on July 27 and September 28 to develop the County Specialist Support Team's (Team) scope of work, team composition, work flow, plan for community outreach, budget and office space. The team will be known as SuperConnect.</p> <p>Office site for the Team has been identified and leased by the County. Interior modifications are in the design phase with construction to start shortly.</p> <p>Job description for the Director and team members, scope of work, diagram of work flow and project implementation timeline have been developed. All participating departments have identified the staffing positions (Two departments have identified the actual representative) that will constitute the new Team.</p>	<p>By December, all SuperConnect staff will be identified and/or hired. Policy and procedure development is ongoing and will continue to evolve over the next six months. The Health Agency will continue to work on site readiness. SuperConnect Team will have a soft launch in January 2017 following the site completion. Full scale operation is planned to begin in February 2017.</p>
<p>E12: Enhanced Data Sharing and Tracking</p> <p><u>Target Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> The E12 workgroup met August 23 and the following departments were represented: CEO, LAHSA, DHS, DMH, DPH, DPSS, Probation, LASD, and HACoLA/CDC. CEO/RES has finalized an eight-step protocol for identifying and prioritizing the most expensive homeless single adults (CEO Board memo was submitted on 9/13/16). This process will be used to provide lists to departments of their respective homeless high-cost service utilizers, commencing in November 2016. In addition, the CEO is finalizing a process for departments to identify individuals who are top 5% homeless high-cost utilizers served by other County departments. A subset of the workgroup has also been working on a broad definition for health and human service departments to use a standard definition for identifying clients who are literally homeless. It will come back for discussion in the larger workgroup on 10/27/16. 	<ul style="list-style-type: none"> Develop countywide targets for reductions in homelessness among chronic, TAY, families and single adults based on previous LAHSA Homeless Counts (targeted for late fall 2016). Finalize a standard literal homeless definition at next full-group meeting. Collecting departmental consents for review and discussion at next workgroup meeting to determine if a standard consent can be utilized for multiple departments. Discuss potential uses of the funding allocated for this strategy.
<p>E13: Coordination of Funding for Supportive Housing</p> <p><u>Target Implementation Date:</u> June 2017</p>	<ul style="list-style-type: none"> The Coordination Committee has developed a County and city matrix of funding sources for permanent supporting housing. The Committee is looking into the feasibility of developing or using an existing universal application system that will make it easier for developers to apply for and receive funding for permanent supportive housing. 	<ul style="list-style-type: none"> Committee will hold a community volunteer and developer meeting in November 2017 to obtain input/feedback on issues/priorities important to streamlining the coordination of funding for supporting housing. Committee will develop recommendations on funding principles and universal application system to streamline funding of permanent supportive housing.

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>E14: Enhanced Services for Transition Age Youth</p> <p><u>Implementation Dates:</u> Actual Phase 1 - August 2016 Actual Phase 2- September 2016 Target Phase 3- March 2017 Actual Phase 4- October 2016</p>	<ul style="list-style-type: none"> Phase 1 – Includes working with the Los Angeles Coalition to End Youth Homelessness (LACEYH) to increase and maximize collaboration between County agencies and community-based organizations serving homeless youth. Beginning August 2016, County department representatives were invited to LACEYH meetings to strengthen collaboration. CEO, LAHSA, DMH, DHS and DPSS participated in the August 2016 meeting. DHR, DCBA and Public Library will be invited to present on programs impacting youth at future meetings. Phases 2 and 4 – Support the expansion of Youth CES and programs providing housing navigation, access/drop-in centers, shelter, after care/case management and transitional housing for youth - Activities in the last quarter have focused on implementation of the Coordinated Entry System for youth and young adults experiencing homelessness and housing instability. <ul style="list-style-type: none"> All eight SPAs now have a funded lead agency to coordinate Youth CES in the SPA. All eight SPAs received Rapid Rehousing for TAY program funding, and out of the five SPAs that applied for Housing Navigation, four were awarded. The CES RFP also funded a number of Crisis Beds for TAY. Phase 3- Design a Youth Housing Stability Assessment pilot, where one or more County departments, one or more school districts, and a CBO serving mainstream youth will administer a quick prescreening tool to determine if a youth should be referred to the Youth CES. <p>Two technical assistance organizations are providing support to implement Youth CES: the Rapid Results Institute and the True Colors Fund. Technical assistance is focused on integration across CES systems, coordination across SPAs that includes mainstream public systems, developing best practices for serving youth and young adults within the framework of CES and the most effective use of specific housing interventions (i.e., Rapid Rehousing, tenant based vouchers, permanent supportive housing, etc.). True Colors Fund is specifically supporting LAHSA in developing a Youth Advisory Board for the Continuum of Care.</p> <p>Additionally, Los Angeles County has been participating in the 100-day challenge from A Way Home America, which has provided an opportunity for system improvements and stronger connections across the SPAs and mainstream systems. Additionally, participation in the 100-day challenge will set the foundation for the County's response to Housing and Urban Development's (HUD) Youth Homeless Demonstration Notice of Funding Availability (NOFA) which is due at the end of November.</p>	<ul style="list-style-type: none"> Continuing Youth CES implementation through 100 Day Challenge. Mid-Point and Sustainability Reviews forthcoming. Youth Advisory Group in development. Convenings with community colleges to discuss opportunities to identify and serve homeless students. Submission of application to HUD Youth Homelessness Demonstration Program NOFA. Youth and Families Funders Collaborative in development, in partnership with United Way Home for Good and the Office of Child Protection Center for Strategic Public and Private Partnerships.
<p>E15: Homeless Voter Registration and Access to Vital Records</p> <p><u>Target Implementation Date:</u> November 8, 2016</p>	<p>RR/COC has focused on partnership, outreach and training activities to promote homeless voter registration, identify polling locations, and improve access to birth certificates. Partners include Board of Supervisors' offices, County departments, City of Los Angeles, and community organizations.</p> <ul style="list-style-type: none"> Updated PowerPoint on <i>National Voter Registration Act</i> to include information on registration of homeless individuals as public assistance agencies are required to offer 	<p>In November, RR/COC will continue to focus on voter education and registration:</p> <ul style="list-style-type: none"> Review homeless services facilities used as Polling places to determine effectiveness and if future use should be considered. Promote partnerships for voter registration

Strategy Implementation Date (Actual or Target)	Status	Next Steps
	<ul style="list-style-type: none"> voter registration to clients. Trained LASD deputy personnel on the inmate voter registration program with focus on incarcerated homeless individuals who are eligible to register. Identified locations that primarily service homeless communities which may be used as polling places on Election Day (November 8). 	<p>following the November General Election and looking forward to 2017.</p>
<p>E16: Affordable Care Act Opportunities</p> <p><u>Target Implementation Date:</u> January 2017 (largely dependent on the Whole Person Care (WPC) Pilot approved by the California Department of Health Care Services)</p>	<ul style="list-style-type: none"> Much of the work under this strategic area depends on funding through the Whole Person Care (WPC) Pilot and the Health Homes initiative. LA County's WPC proposal was submitted on July 1, 2016 in response to the Request for Proposal. The proposal contains an extensive funding request to support individuals who are homeless, and other high-risk LA County residents. The Health Agency received final notification in late October that Los Angeles has been awarded a WPC pilot. WPC will begin implementation in early 2017. Implementation of Health Homes is targeted for 2018, under the leadership of LA County Health Plans. The County continues to enroll and expand access to services for individuals who qualify for Medi-Cal. In addition to coverage expansion, the ACA has led to benefit expansion, which has increased services available to homeless individuals. Implementation of the Drug Medi-Cal Waiver (described under Strategy E2) is a key example. The Drug Medi-Cal Program implementation plan developed by Substance Abuse Prevention and Control was approved with planned implementation in July 2017. The Health Agency hopes to leverage opportunities to augment access and benefits expansion for the sickest and most vulnerable LA County residents through the WPC and Health Homes initiatives in the coming years. If funded, these initiatives will allow the Health Agency to build critical infrastructure to fill current care gaps (e.g. recuperative care, sobering centers), strengthen integrated care delivery and improve data integration and collaboration across the Health Agency and with County and community partners, and support intensive care management activities for the sickest and most vulnerable LA County residents. In planning for WPC, the Health Agency convened numerous multi-stakeholder meetings to discuss a large variety of approaches for different target populations, including individuals who are homeless, individuals re-entering the community from County jails, seriously mentally ill individuals, individuals with a history of persistent substance use disorder, and individuals who are leaving hospitals and have a history of recurrent admissions. 	<ul style="list-style-type: none"> The Health Agency hopes to use WPC in the coming year to lay a strong foundation for the Health Homes initiative in 2018. For the time being, the Health Agency continues to await greater clarity on the structure of the Health Homes program.
<p>E17: Regional Homelessness Advisory Council and Implementation Coordination</p> <p><u>Target Implementation Date:</u> February 2017</p>	<p>LAHSA, United Way and CEO drafted the Regional Homelessness Advisory Council (RHAC) organizational structure, composition and process of selection. LAHSA developed the election process for community providers with key stakeholders including the LAHSA Coordinating Council. In October, LAHSA began attending the SPA Homeless Coalition meetings to provide the latest update on the new governance structure and how provider representatives from each SPA will be a part of it.</p>	<ul style="list-style-type: none"> In November/December, LAHSA and United Way will finalize the membership structure of the RHAC and conduct outreach to participating organizations to ask them to appoint RHAC members. By January, LAHSA and United Way will develop a draft governance charter for RHAC's approval. The first meeting of the RHAC is set for

Strategy Implementation Date (Actual or Target)	Status	Next Steps
		February 15, 2017.
INCREASE AFFORDABLE/HOMELESS HOUSING		
F1: Promote Regional SB 2 Compliance <u>Target Implementation Date:</u> July 2017	Request for Bids for consultant assistance to promote and implement SB2 compliance was released and closed on November 2, 2016. Consultant will be expected to: <ul style="list-style-type: none"> • Inventory and analyze existing emergency shelters and transitional housing in the unincorporated areas. • Develop Best Practices Guide and website. • Reach out to cities for input on development of Best Practices Guide. 	<ul style="list-style-type: none"> • Contract with consultant to be executed by January 2017. • Reach out to State Department of Housing and Community Development. • Reach out to stakeholder groups.
F2: Linkage Fee Nexus Study <u>Target Implementation Date:</u> July 2017	Regional Planning finalized and released RFP to seek a consultant team to prepare an Affordable Housing Action Plan for the unincorporated areas of the County. In addition to the Plan, which includes strategies for inclusionary housing, community land trusts, linkage fees on development, affordable housing preservation, and other incentive zoning strategies, the consultant is required to prepare three studies: 1) existing conditions and market study; 2) linkage fee nexus study; and 3) inclusionary housing feasibility study.	<ul style="list-style-type: none"> • Prepare datasets and other requisite information to support work of consultant. • Continue developing and vetting various strategies with stakeholder groups. • Coordinate with other County departments to identify potential overlap/create efficiencies between projects.
F3: Support for Inclusionary Zoning for Affordable Rental Units <u>Actual Implementation Date:</u> March 2016	County supported AB 2502 to allow for inclusionary zoning of rental units during the 2016 State legislative session. The County will support any similar legislation in 2017.	County will continue to monitor and support legislation to authorize inclusionary zoning for rental housing.
F4: Development of Second Dwelling Unit Pilot Project <u>Target Implementation Date:</u> June 2017	Regional Planning and Community Development Commission have worked on the following tasks in developing the second dwelling unit pilot project: <ul style="list-style-type: none"> • Convened an interdepartmental working group to review a draft update to the County's existing second unit ordinance. • Worked with County Counsel to refine the latest draft of the ordinance. • Interviewed the City of Los Angeles' second unit pilot program manager to learn more about the City's initiative. • Met with a planning/architectural consultant working on the City's program to get ideas for designing the County's program. CDC and DRP began semimonthly coordination meetings and working on cost estimates for second unit construction. • Engaged Community Development Financial Institutions (CDFIs) to determine what existing financial products may be available to assist interested homeowners in the development of a second unit. 	<ul style="list-style-type: none"> • Per SB 1069 and AB 2299, new State regulations on second units will take effect January 1, 2017. DRP is working on incorporating these regulations into the new County ordinance. • Evaluate whether DPW permitting process can be expedited and fees waived or minimized. • Reach out to non-profit organizations and for-profit developers that assist homeowners in building secondary dwelling units to develop detailed construction cost for a secondary dwelling unit. • Research the creation of a combination loan and grant product for homeowners interested in participating in the pilot. • Identify a CDFI that is willing to provide financing for homeowner's as part of the LA County's pilot program. This may require a loan loss (top loss)

Strategy Implementation Date (Actual or Target)	Status	Next Steps
<p>F5: Incentive Zoning/Value Capture Strategies</p> <p><u>Target Implementation Date:</u> July 2017</p>	<p>Regional Planning finalized and released RFP to seek a consultant team to prepare an Affordable Housing Action Plan for the unincorporated areas of the County. In addition to the Plan, which includes strategies for inclusionary housing, community land trusts, linkage fees on development, affordable housing preservation, and other incentive zoning strategies, the consultant is required to prepare three studies: 1) existing conditions and market study; 2) linkage fee nexus study; and 3) inclusionary housing feasibility study.</p>	<ul style="list-style-type: none"> • Prepare datasets and other requisite information to support work of consultant. • Continue developing and vetting various strategies with stakeholder groups. • Coordinate with other County departments to identify potential overlap/create efficiencies between projects.
<p>F6: Use of Public Land for Homeless Housing</p> <p><u>Target Implementation Date:</u> January 2017</p>	<ul style="list-style-type: none"> • Initial draft list of 16 County-owned sites is currently being vetted for suitability for homeless/affordable housing. • Request for Qualifications/Proposals (RFQ/P) is being drafted to meet the following objectives: <ol style="list-style-type: none"> 1. Establish a list of pre-qualified developers interested in building affordable/homeless housing, and 2. Solicit site-specific development proposals for construction of homeless housing, which shall include incentives for developers to utilize pre-fabricated/steel container construction to accelerate development of affordable/permanent supportive housing. 	<ul style="list-style-type: none"> • Finalize and issue RFQ/P. • Expand list of available County sites suitable for housing into a comprehensive up-to-date database. • Develop governing structure options to own, hold, prepare, and dispose of County land for affordable homeless housing. • Develop policies to promote the development/preservation of affordable homeless housing.

Abbreviations Key:

ACA	-	Affordable Care Act	ISD	-	Internal Services Department
CES	-	Coordinated Entry System	LAHSA	-	Los Angeles Homeless Services Authority
CEO	-	Chief Executive Office	LASD	-	Los Angeles Sheriff Department
CMS	-	Center for Medicare and Medicaid Services	ODR	-	Office of Diversion and Re-entry
DCFS	-	Department of Children and Family Services	PATH	-	People Assisting the Homeless
DHS	-	Department of Health Services	PD	-	Public Defender
DMC-ODS	-	Drug Medi-Cal Organized Delivery System	RHAC	-	Regional Homelessness Advisory Council
DPH	-	Department of Public Health	SAPC	-	Substance Abuse Prevention and Control
DPO	-	Deputy Probation Officer	SOAR	-	SSI/SSDI Outreach, Access, and Recovery Team
DPSS	-	Department of Public of Social Services	SPA	-	Service Planning Area
FSC	-	Family Solutions Center	SSDI	-	Social Security Disability Insurance
GR	-	General Relief	SSI	-	Supplemental Security Income
HACLA	-	Housing Authority of City of Los Angeles	TAY	-	Transition Age Youth
HACoLA	-	Housing Authority of County of Los Angeles	VA	-	Veterans Administration
HMIS	-	Homeless Management Information System	WPC	-	Whole Person Care

Approved County Strategies to Combat Homelessness

Implementation Status At-A-Glance

November 2016

LEGEND

Fully Implemented	Implementation targeted by January 2017	Implementation TBD
Partially Implemented	Implementation targeted by July 2017	

E. Create a Coordinated System

E1 – Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits	E5 – Decriminalization Policy	E13 – Coordination of Funding for Supportive Housing
E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	E6 – Countywide Outreach System	E14 – Enhanced Services for Transition Age Youth
E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness	E7 – Strengthen the Coordinated Entry System	E15 – Homeless Voter Registration and Access to Vital Records
E4 – First Responders Training	E8 – Enhance the Emergency Shelter System	E16 – Affordable Care Act Opportunities
	E9 – Discharge Data Tracking System	E17 – Regional Homelessness Advisory Council and Implementation Coordination
	E10 – Regional Coordination of LA County Housing Authorities	
	E11 – County Specialist Support Team	
	E12 – Enhanced Data Sharing and Tracking	

B. Subsidize Housing

B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI
B2 – Expand Interim Assistance Reimbursement to additional County Departments and LAHSA
B3 – Partner with Cities to Expand Rapid Re-Housing
B4 – Facilitate Utilization of Federal Housing Subsidies
B5 – Expand General Relief Housing Subsidies
B6 – Family Reunification Housing Subsidy
B7 – Interim/Bridge Housing for those Exiting Institutions
B8 – Housing Choice Vouchers for Permanent Supportive Housing

A. Prevent Homelessness

A1 – Homeless Prevention Program for Families
A2 – Discharge Planning Guidelines
A3 – Housing Authority Family Reunification Program
A4 – Foster Care Discharges

C. Increase Income

C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise
C3 – Expand Targeted Recruitment and Hiring Process to Homeless/ Recently Homeless People to Increase Access to County Jobs
C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness
C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness
C6 – Targeted SSI Advocacy for Inmates

D. Provide Case Management and Services

D1 – Model Employment Retention Support Program
D2 – Expand Jail In-Reach
D3 – Supportive Services Standards for Subsidized Housing
D4 – Regional Integrated Re-entry Networks – Homeless Focus
D5 – Support for Homeless Case Managers
D6 – Criminal Record Clearing Project

F. Increase Affordable/Homeless Housing

F1 – Promote Regional SB 2 Compliance and Implementation	F3 – Support for Inclusionary Zoning for Affordable Housing Rental Units	F5 – Incentive Zoning/Value Capture Strategies
F2 – Linkage Fee Nexus Study	F4 – Development of Second Dwelling Units Pilot Program	F6 – Using Public Land for Homeless Housing

LOS ANGELES COUNTY HOMELESS INITIATIVE

EVALUATION FRAMEWORK

September 2016

On February 9, 2016, the Board of Supervisors adopted a set of coordinated strategies to combat homelessness in Los Angeles County. One of the directives in the February 9, 2016 Board Letter required the development of an evaluation plan for the Homeless Initiative. The evaluation framework will evolve organically over the course of implementing the strategies; the following outlines the initial structure and timeline for implementing the evaluation.

The Homeless Initiative (HI) evaluation framework consists of three levels of analysis:

1. Macro-level system performance – a set of over-arching system performance measures to evaluate the effectiveness of the homeless delivery system in the County;
2. Meso-level Homeless Initiative performance – consisting of headline measures that act as categories for organizing and aggregating the various performance metrics for the 47 HI strategies; and
3. Micro-level HI performance metrics for each HI strategy to assess the effectiveness of each strategy.

The following measures are being considered for the macro-level system performance: (1) length of time homeless from initial contact with the homeless services system; (2) placements in permanent housing; and (3) returns to homelessness. This macro-level system performance will help policy-makers evaluate the overall effectiveness of the countywide homeless services delivery system, inclusive of the HI, County investments beyond the HI strategies, and programs that are not funded or administered by the County. Dashboards by sub-population: single adults; youth; and families, similar to the veterans' dashboard created by the Los Angeles Homeless Services Authority (LAHSA) and United Way, will be developed during 2017 within the context of macro-level system performance indicators. These dashboards will help to further contextualize the state of homelessness in the County, along with the interventions that facilitate permanent housing and housing retention.

The meso-level unit of analysis incorporates headline performance measures, which act as categories or “headlines” for the individual performance metrics (micro-level unit of analysis) associated with the 47 HI strategies. Some of these headline measures directly align with the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) of 2009, which amended the landmark McKinney-Vento Homeless Assistance Act. The HEARTH Act requires Continuums of Care to measure performance to provide a better understanding of how well jurisdictions are preventing and ending homelessness. The draft headline performance measures consist of:

- Number who are prevented from becoming homeless or being discharged into homelessness;
- Number who gain employment or enroll in vocational training/education;
- Number who receive newly-approved or reinstated cash disability benefits;
- Number placed in temporary housing (shelter, bridge, recuperative, transitional, and residential substance use);
- Number placed in permanent housing (includes subsidized and unsubsidized permanent housing, rapid re-housing, and permanent supportive housing);
- Number who retain permanent housing from date of placement;
- Enhanced service delivery and coordination for homeless clients; and
- Expansion/preservation of the supply of affordable and homeless housing.

All HI strategies are scheduled to be implemented by June 2017; many have or will be implemented in 2016. Strategy leads will have 90 days to finalize their performance metrics from the implementation start date for each strategy. Once measures are finalized for a particular strategy, they will be incorporated into this framework, to the extent applicable. For some of the headline measures, where sufficient data exists, the data can be analyzed by Service Planning Areas.

Client-level data will be matched to mitigate the risks of duplicated data. This process will be conducted by the CEO's Research and Evaluation Services (RES). RES, under the auspices of the Enterprise Linkages Project (ELP), regularly collects administrative and service information from the departments of Health Services, Mental Health, Public Health, Public Social Services, Children and Family Services, Probation, the Sheriff, and LAHSA. RES has developed a matching algorithm that de-identifies departmental data and assigns a unique numeric identifier, which is utilized to perform the matches across County service delivery systems, including services recorded in LAHSA's Homeless Management Information System (HMIS). The unique, anonymous identifier enables client service records to be de-duplicated, while simultaneously maintaining confidentiality and compliance with all applicable federal, state and local laws. For example, if a client receives permanent housing via B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI and B4 – Facilitate Utilization of Federal Housing Subsidies, that client should only be counted once in the aggregate total of individuals receiving permanent housing. For strategies where data will not be captured under ELP or HMIS, strategy leads will provide client-level data to CEO RES where the data will be matched against ELP and HMIS.

CEO-RES will have lead responsibility for the evaluation, in close collaboration with LAHSA and the CEO Office of Homelessness. The first annual evaluation is projected for January 2018 and will cover program performance for fiscal year 2016-17. An interim evaluation brief will be provided in February 2017, and each HI quarterly report will provide updates on the performance metrics for individual strategies, as they become available.



Research & Data Analysis Priorities 2017-2018

The Home For Good Policy Team & Funders Collaborative members have determined the following priorities for research & data analysis in the coming two years:

1. Transitions Into Homelessness
2. Transitions Out of Homelessness
3. Population Characteristics

1. **Transitions Into Homelessness:** understanding the dynamics of why individuals and families are becoming homeless

Purpose: to support the targeting of resources and craft systemic prevention & diversion.

Priority Project: Inflow Analysis

Research Questions:

- What is the inflow into homelessness? Into chronic homelessness? How do the demographics of those becoming homeless/chronically homeless compare to the homeless population over the last several years? What role, if any, is criminal justice policy (Prop 47, AB 109, etc) playing in inflow?
- What are the factors that lead to increased inflow?
- What is the impact of macro factors like wages and housing market?

Potential Data Sources: HMIS, Homeless Count, Abt analysis, Culhane data, ELP

Potential Leads:

- Abt is currently conducting an analysis of chronic homelessness inflow
- University of Chicago Urban Labs is proposing a predictive analysis on homelessness overall

2. **Transitions Out of Homelessness:** analysis of best practices in moving people out of homelessness and ensuring strong retention in permanent housing.

Purpose: to improve policy and practice around ending homelessness for individuals and families.

Priority Project 2A: Effective Housing Placement Practices

Research Questions:

- What are the data-driven best practices for outreach? For crisis housing?
- Are there ways to profile ideal fits for housing placement into project-based versus tenant-based housing?
- Are there ways to profile ideal fit for housing placement into supportive housing versus rapid rehousing?
- How can we integrate income factors into our housing match process to help target for rapid rehousing versus affordable housing?
- How can we build the above factors into our CES assessment tool?

Potential Data Sources: HMIS/CES data; PHA data

Potential Lead: There is no one identified at this time.

Priority Project 2B: Retention/Recidivism

Research Questions:

- What are the best practices in supportive services levels for housing retention?
- How does service utilization level shift over time for a tenant?
- What is the profile of people most often falling out of housing?

Potential Data Sources: ELP, HMIS

Potential Leads: Abt is working on an analysis of services levels.

3. **Population Characteristics:** create a comprehensive analysis of the homeless population & an understanding of equity/inequities in our sector.

Purpose: inform resource allocation, policy, and practice. Identify policy and/or practice remedies to inequities in race, gender, and age.

Priority: Demographic & Equity Analysis

Research Questions:

- What are the basic demographic characteristics of our homeless population?
- How does the population of newly homeless people differ, if at all, from the overall population in LA County?
- How does the population of people being housed differ, if at all, from the overall homeless population in terms of race, gender, and age?
- To what can we attribute any inequities identified above? What are the opportunities for changes in policy and practice?

Potential Data Sources: Homeless Count, HMIS, Census Data, PHA data

Potential Data Leads: The Homelessness Analysis Collaborative can conduct the basic demographic analyses. To answer the fourth research question above, we recommend an outside researcher to conduct this analysis.



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Fifth District

August 1, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

DEVELOPMENT OF A COUNTYWIDE LOCAL WORKER HIRE POLICY BOARD MOTION OF OCTOBER 27, 2015, AGENDA ITEM NO. 21 AND BOARD MOTION OF FEBRUARY 9, 2016, AGENDA ITEM NO. 47-A

Over the last few months, the Board of Supervisors approved the following motions regarding the development of local worker hire policies:

- On October 27, 2015, the Board instructed the Affordable Housing Coordinating Committee to report back with an assessment of the feasibility of implementing local worker requirements, and requirements for hiring social enterprises in the construction, operation, and maintenance of affordable housing development, and the possibility of requiring certification for affordable housing operation and maintenance employees on capital projects supported by the Affordable Housing Programs Budget Unit.
- On February 9, 2016, the Board directed the Chief Executive Office (CEO), working with County Counsel and the Director of Public Works, to develop a Countywide local worker hiring policy for Board approval that, to the extent possible, applies to all capital projects undertaken as part of this Homeless Initiative, as well as County construction projects with a project budget greater than \$2.5 million. In addition, the policy is to mandate that a minimum percentage of all project hours be performed by disadvantaged workers, including, e.g., homeless or formerly homeless individuals, veterans, and former foster youth.

This memorandum is a response to the Board's motions above with the goal of developing a Countywide local worker hiring policy that applies to all County-sponsored construction projects, which is the common theme between the motions. In a memo sent to the Board

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on July 29, 2016, the Affordable Housing Coordinating Committee indicated that they will address social enterprise hiring in construction, operation, and maintenance of affordable housing in a separate report. To that end, this memorandum provides the following:

- County's Recent Local Worker Hiring Efforts;
- Review of Other Local Worker Hiring Programs;
- Implementation Strategy; and
- Recommendations.

County's Recent Local Worker Hiring Efforts

In 2009, the Board authorized a Local Worker Hiring Program policy that established a 40 percent good-faith hiring goal for local residents within a 15-mile radius of the project site for all Job Order Contract projects implemented by the Department of Public Works (Public Works). Since 2010, Public Works has included local worker hiring requirements in 28 design-bid-build and design-build projects. The requirements have typically imposed a 30 percent mandatory or good-faith effort on a project-by-project basis, as determined by the Board, with a two-tiered preference criteria consisting of a 5-mile radius and a second tier of areas with high concentrations of unemployment.

In March 2011, the Board approved a motion directing the Community Development Commission (CDC) to make available to the Board a monthly report for CDC-financed new housing developments of \$10 million or more total project cost, on the retention by contractors of workers living within a 5-mile radius and in communities within Los Angeles County ZIP Codes with unemployment rates exceeding 150 percent of the County average.

In November 2015, the Board approved the Local Worker Hiring Program for Veterans policy, which requires contractors receiving County construction contracts with a value greater than \$2.5 million to make good-faith efforts to reach the goal of 5 percent of California project labor hours being performed by qualified veterans and their spouses.

Review of Other Local Worker Hiring Programs

In the development of the County policy for County construction projects, the team tasked with this response, comprised of staff from the CEO, County Counsel, and Public Works, reviewed policies from eight other public agencies, including the Los Angeles County Metropolitan Transit Authority, City of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District, neighboring counties, and the City and County of San Francisco. The team also considered potential policy requirements beyond those specified in the February 9, 2016 Board motion to determine if any would positively impact a greater number of County residents and minimize the impact of the implementation and management of the policy.

The review of the public agencies found that local hiring goals range from 30 to 50 percent with a wide range of definitions for local residency and qualifications. In addition, disadvantaged worker definitions vary in specifics, but follow a similar intent or purpose.

Implementation Strategy

To date, the County's two local worker hiring policies for County construction projects have been applied solely to projects implemented by Public Works. In addition, local worker hiring goals have been implemented for projects receiving CDC-administered loans for affordable housing developments with a total development cost exceeding \$10 million.

In order to provide maximum benefit to County residents, it is the team's recommendation that a uniform Countywide policy be adopted and extended to County construction projects delivered by all County departments and agencies.

The team also collaborated with the Affordable Housing Coordinating Committee to assess the feasibility of extending uniform policies to affordable housing. The result of this collaboration is that affordable housing projects should have a local hire goal based on best efforts because of the unique nature of the CDC's participation as a lender to such projects. In affordable housing, the CDC does not directly contract with vendors or firms for goods and services. Instead, the CDC makes loans to affordable housing developers, who then contract with general contractors, subcontractors, architects, engineers, and other professional firms to carry out the projects. These projects are complex and often have multiple sources of funds, including federal funds. These federal funds do not permit preference programs other than those stipulated by that fund, but they do allow for a local hire program based on best efforts and hiring goals.

When a project only uses local funds, the CDC would be able to mandate a local hiring component for projects. However, stringent requirements may add costs to these affordable housing projects. Developers loathe to increase project costs because the California Tax Credit Allocation Committee limits costs that are added to a project's tax credit basis. Additionally, until now, local hire programs have not applied to all projects, and many developers are unfamiliar with the requirements of such programs and tracking methods. It would be advisable to introduce a local hire program in a measured fashion, enabling the local developers to better incorporate such a program into operations. Finally, the CDC currently tracks Section 3 compliance for federally-funded projects and introducing another employment tracking requirement may be overly burdensome. Instead, the CDC should incorporate Section 3 and the County's local hire components into one hiring program requirement and set best effort goals for all projects so multiple hiring practices do not need to be established when funding sources change. This should also

apply to the Housing Authority of the County of Los Angeles (HACOLA) projects which, due to their HUD funding, are also subject to Section 3 compliance.

To establish the basis of income eligibility criteria for the County's mandatory Local Worker Hiring Program, the team recommends the use of federal Poverty Level (FPL) data. This is the standard currently utilized to determine benefit program eligibility by other County departments, such as the Department of Public Social Services. The local worker policy would utilize qualifying ZIP Codes where the average percentage of households living below 200 percent of the FPL is greater than the County average for such households.

In assessing the thresholds, the team evaluated construction projects contracted by Public Works, between November 2014 and November 2015, to identify opportunities where implementation of local worker requirements could provide additional benefits above and beyond the Board-directed scope. This assessment identified that projects between the \$500,000 and \$2.5 million threshold could provide additional opportunities for County residents to economically benefit from the construction of County infrastructure. This would expand the influence of the program to include approximately 93 percent of capital improvement dollars.

With the establishment of a Countywide program that applies to all County departments, commissions, and agencies delivering projects, it is also appropriate to establish central oversight of the program, while departments, commissions, and agencies are responsible for reporting and compliance activities. An oversight structure will be proposed as part of the action seeking approval of the policy.

Recommendations

The specific recommendations for the County's Local Worker Hiring Policy (LWHP) are as follows:

Consolidation of Local Worker Hiring Policies - Combine the County's existing local worker hiring policies into a new single policy applicable to all departments, commissions, and agencies delivering County capital and construction projects with a project budget in excess of \$2.5 million.

Local Worker Hiring Requirement -

- For all projects with a project budget greater than \$2.5 million, with the exception of affordable housing projects, at least 30 percent of total California construction labor hours worked on each project must be performed by a qualified local resident. Where allowable, contractors shall be encouraged to achieve higher participation levels for local residents.

- For all projects with a project budget of \$500,000 to \$2.5 million, with the exception of affordable housing projects, there shall be a good-faith local resident hiring goal of 30 percent.
- For affordable housing projects and mixed-use affordable housing projects that include County-funded facilities receiving funds administered by CDC, and HACOLA projects, all having a project budget greater than \$2.5 million, there shall be a good-faith local worker hiring goal of 30 percent of total California construction labor hours. Exceptions for projects in jurisdictions enforcing their own local hiring policy and for projects with federal or State funding prohibitions on geographic preferences will be established on a case-by-case basis. This would also apply to other County-funded affordable housing programs, such as the Mental Health Services Act administered by the Department of Mental Health (Mental Health).

Definition of Local Resident - A local resident is defined as an individual living within the Tier 1 or Tier 2 ZIP Codes of the County. Before employing worker(s) from Tier 2 ZIP Codes, the available pool of local residents whose primary place of residence is within Tier 1 ZIP Codes must first be exhausted. Tier 1 means ZIP Codes within 5 miles of the proposed project site, and where the average percentage of households living below 200 percent of the FPL is greater than the County average for such households. Tier 2 means any ZIP Codes within the County where the average percentage of households living below 200 percent of the FPL is greater than the County average for such households. This definition shall also apply to affordable housing projects.

Disadvantaged Worker Hiring Requirement -

- For all projects, except affordable housing projects, at least 10 percent of total California hours worked on each project valued at greater than \$2.5 million shall be performed by County residents classified as a disadvantaged worker as described in the proposed policy. Hours worked by a disadvantaged worker who is also a local resident may be applied towards the 30 percent local resident goal.
- For affordable housing projects and mixed-use affordable housing projects that include County-funded facilities receiving funds administered by CDC and HACOLA, all having a project budget greater than \$2.5 million, there will be a disadvantaged worker hiring goal of 10 percent of total California construction labor hours. Exceptions for projects in jurisdictions enforcing their own local hiring policy, and for projects with federal or State funding prohibitions on geographic preferences will be established on a case-by-case basis. This would also apply to other County-funded affordable housing programs, such as the Mental Health Services Act administered by Mental Health.

Definition of Disadvantaged Worker - A disadvantaged worker is a resident of the County who (1) has a documented annual income at or below 100 percent of the FPL, or

(2) has other indices of career-limiting circumstances, specifically, one or more of the following: (a) no high school diploma or GED; (b) a history of involvement with the criminal justice system; (c) protracted unemployment; (d) is a current recipient of government cash or food assistance benefits; (e) is homeless or has been homeless within the last year; (f) is a custodial single parent; (g) is a former foster youth; or (h) is a veteran, or is the eligible spouse of a veteran of the United States armed forces, under Section 2(a) of the Jobs for Veterans Act (38 U.S.C.4215[a]).

Project Funding Source Constraints - At the initial stages of the project establishment, an analysis of funding source constraints shall be performed to ensure project eligibility for local worker hiring requirements.

Management of the Local Worker Hiring Program - CEO shall have oversight responsibility of the consolidated Countywide program, while departments and agencies implementing the project remain responsible for reporting and compliance activities.

This office will return to the Board to seek approval of the above recommended Countywide policy, and to rescind the previously enacted Local Worker Hiring policies for Job Order Contracts and for Veterans. If you have any questions, please contact David Howard of my office at (213) 893-2477, or via email at dhoward@ceo.lacounty.gov, or Massood Eftekhari of Public Works at (626) 458-4016, or via email at meftek@dpw.lacounty.gov.

SAH:JJ:DPH
FC:zu

- c: Executive Office, Board of Supervisors
- County Counsel
- Community Development Commission/Housing Authority
- Internal Services
- Public Works



County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

January 13, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

REPORT ON ALLOCATION OF POTENTIAL SPECIAL SALES TAX REVENUE TO COMBAT HOMELESSNESS

Supervisor Kathryn Barger recently requested that the Chief Executive Office (CEO) provide a report related to the anticipated revenue that would be generated from the successful passage of the March 7, 2017 one-quarter cent special sales tax ballot measure. Information requested included:

1. The projected percentage allocations of the revenues generated by the sales tax among Strategies 1 through 7, on pages five and six of the ordinance adopted at the December 6, 2016 Board meeting, and the criteria for the proposed allocations;
2. The process for engaging cities and community providers in the development of the CEO's annual expenditure plan;
3. The criteria that will be used to allocate funding among Service Planning Areas (SPA); and
4. Expected outcomes for each Strategy.

The CEO is sharing this report back on the requested information with all Board Offices due to the high level of interest in the tax measure and the use of the generated tax revenue.

Projected Allocation and Process for Engagement

The Homeless Initiative (HI) currently does not have a projected percentage allocation among the Strategies identified in the ordinance adopted on December 6, 2016.

"To Enrich Lives Through Effective And Caring Service"

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Following the March 7 election, the HI will lead a collaborative planning process to develop funding recommendations for each of the identified Strategies for consideration by the Board in June 2017. The proposed planning group to develop the recommendations includes cities and community providers, as well as representatives from County departments, United Way Home for Good, and others. The details of the proposed planning process will be discussed with the Homeless Policy Deputies at their regular meeting on January 26, 2017.

Criteria to Allocate Funding Among Service Planning Areas

On February 9, 2016, the Board of Supervisors approved Motion 47-A - Item 1, directing the CEO to develop a plan to allocate and expend all funding for HI Strategies based on geographic need per SPA, if reasonable, as determined by the latest Homeless Count results for the Los Angeles, Glendale, Pasadena, and Long Beach Continuum of Care. Attachment I provides information shared with the Board on May 9, 2016 and August 9, 2016, that identifies Strategies where it is reasonable to allocate funding based on geographic need per SPA, with an explanation as to why it is not reasonable to do so for the remaining Strategies. Information on the allocation of funds per SPA is also provided for four new Strategies that were not included in the set of Strategies approved by the Board on February 9, 2016, but were included in the ordinance adopted by the Board on December 6, 2016.

Expected Outcomes for Each Strategy

On February 9, 2016, the Board directed the CEO to report back on the development of an evaluation plan for the HI Strategies. The Homeless Initiative Evaluation Framework (Attachment II) was provided to the Board as part of the November 9, 2016 HI Quarterly Report. To complement the specific performance metrics for each Strategy, the HI has prepared intended outcome statements for each of the current and new Strategies (Attachment III) identified in the March 2017 sales tax ordinance adopted on December 6, 2016.

If you have any questions regarding the information provided in this memorandum, please contact Phil Ansell at pansell@ceo.lacounty.gov or 213.974.1752.

SAH:JJ:FAD:
PA:JR:ef

Attachments

Each Supervisor
January 13, 2017
Page 3

c:	Executive Office, Board of Supervisors	Health Services
	County Counsel	Human Resources
	District Attorney	LAHSA
	Sheriff	Mental Health
	Alternate Public Defender	Military and Veterans Affairs
	Animal Care and Control	Parks and Recreation
	Arts Commission	Probation
	Beaches and Harbors	Public Health
	Child Support Services	Public Library
	Children and Family Services	Public Social Services
	Workforce Development,	Public Works
	Aging and Community Service	Regional Planning
	Community Development Commission	Registrar Recorder/County Clerk
	Consumer and Business Affairs	Superior Clerk
	Fire Department	

Distribution of Funding for Homeless Initiative Strategies Eligible to Funding from the Special Sales Tax to Combat Homelessness

Focus Area/Strategy		Geographic Distribution By SPA and Data Source	Geographic Distribution Not Reasonable
A. PREVENT HOMELESSNESS			
A1	Homeless Prevention Program for Families	Families Homeless Count	
*A5	Homeless Prevention Program for Individuals	Adult Homeless Count	
B. SUBSIDIZE HOUSING			
B1	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	Adult Homeless Count	
B3	Partner with Cities to Expand Rapid Re-Housing	Total Homeless Count	
B4	Facilitate Utilization of Federal Housing Subsidies		X ¹
B6	Family Reunification Housing Subsidy		X ²
B7	Interim/Bridge Housing for those Exiting Institutions		X ³
C. INCREASE INCOME			
C2	Increase Employment for Homeless Adults by Supporting Social Enterprises	Adult Homeless Count	
C4	Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness		X ⁴
C5	Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness.		X ⁵
C6	Targeted SSI Advocacy for Inmates		X ⁶
*C7	Subsidized Employment for Homeless Adults	Adult Homeless Count	
D. PROVIDE CASE MANAGEMENT AND SERVICES			
D2	Expand Jail In-Reach		X ⁷
D4	Regional Integrated Re-entry Networks – Homeless Focus	Total Homeless Count	
D6	Criminal Record Clearing Project		X ⁸
*D7	Provide Services and Rental Subsidies for Permanent Supportive Housing	To Be Determined	
E. CREATE A COORDINATED SYSTEM			
E6	Countywide Outreach System	Total Homeless Count	
E7	Strengthen the Coordinated Entry System (CES)		X ⁹
E8	Enhance the Emergency Shelter System		X ¹⁰
E14	Enhanced Services for Transition Age Youth (TAY)	Youth Homeless Count	
F. INCREASE AFFORDABLE / HOMELESS HOUSING			
*F7	Preserve current affordable housing and promote the development of affordable housing of homeless families and individuals		X ¹¹

*Strategies not currently approved/funded in the 47 strategies to combat homelessness approved by the Board of Supervisors on February 9, 2016

¹ This strategy applies to section 8 housing vouchers administered solely by HACoLA so countywide data is not relevant.

² This strategy involves housing families who are child welfare involved and have met all reunification criteria so allocating funding by geographic distribution of homeless is not relevant.

³ This strategy involves individuals exiting institutions so geographic distribution would be based on where individuals exiting would like to go and what interim/bridge housing is available.

⁴ Strategy involves the creation of a system to effectively serve all disabled persons who are homeless or at risk of homelessness.

⁵ Strategy involves the creation of a system to effectively serve all disabled veterans who are homeless or at risk of homelessness.

⁶ Strategy involves serving incarcerated, disabled homeless individuals so geographic distribution of homeless is not relevant.

⁷ Strategy involves serving incarcerated individuals so geographic distribution of; the homeless population is not relevant.

⁸ Strategy involves the creation of a team that would serve all homeless individuals with criminal records referred to the project.

⁹ Strategy generally calls for strengthening the CES infrastructure, which serves all homeless individuals, so geographic distribution of homeless is generally not relevant; however, some portion of the funding for this strategy could be allocated geographically depending on the components of the plan that will be submitted to the Board of Supervisors for approval.

¹⁰ Strategy calls for the enhancement of current emergency shelters, so these expenditures are driven by the location of those current shelters.

¹¹ Strategy calls for preserving current affordable housing and promoting the development of affordable housing for homeless families and individuals, so distribution will be based on the location of existing housing and land available for development of affordable housing.

LOS ANGELES COUNTY HOMELESS INITIATIVE

EVALUATION FRAMEWORK

September 2016

On February 9, 2016, the Board of Supervisors adopted a set of coordinated strategies to combat homelessness in Los Angeles County. One of the directives in the February 9, 2016 Board Letter required the development of an evaluation plan for the Homeless Initiative. The evaluation framework will evolve organically over the course of implementing the strategies; the following outlines the initial structure and timeline for implementing the evaluation.

The Homeless Initiative (HI) evaluation framework consists of three levels of analysis:

1. Macro-level system performance – a set of over-arching system performance measures to evaluate the effectiveness of the homeless delivery system in the County;
2. Meso-level Homeless Initiative performance – consisting of headline measures that act as categories for organizing and aggregating the various performance metrics for the 47 HI strategies; and
3. Micro-level HI performance metrics for each HI strategy to assess the effectiveness of each strategy.

The following measures are being considered for the macro-level system performance: (1) length of time homeless from initial contact with the homeless services system; (2) placements in permanent housing; and (3) returns to homelessness. This macro-level system performance will help policy-makers evaluate the overall effectiveness of the countywide homeless services delivery system, inclusive of the HI, County investments beyond the HI strategies, and programs that are not funded or administered by the County. Dashboards by sub-population: single adults; youth; and families, similar to the veterans' dashboard created by the Los Angeles Homeless Services Authority (LAHSA) and United Way, will be developed during 2017 within the context of macro-level system performance indicators. These dashboards will help to further contextualize the state of homelessness in the County, along with the interventions that facilitate permanent housing and housing retention.

The meso-level unit of analysis incorporates headline performance measures, which act as categories or "headlines" for the individual performance metrics (micro-level unit of analysis) associated with the 47 HI strategies. Some of these headline measures directly align with the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act) of 2009, which amended the landmark McKinney-Vento Homeless Assistance Act. The HEARTH Act requires Continuums of Care to measure performance to provide a better understanding of how well jurisdictions are preventing and ending homelessness. The draft headline performance measures consist of:

- Number who are prevented from becoming homeless or being discharged into homelessness;
- Number who gain employment or enroll in vocational training/education;
- Number who receive newly-approved or reinstated cash disability benefits;
- Number placed in temporary housing (shelter, bridge, recuperative, transitional, and residential substance use);
- Number placed in permanent housing (includes subsidized and unsubsidized permanent housing, rapid re-housing, and permanent supportive housing);
- Number who retain permanent housing from date of placement;
- Enhanced service delivery and coordination for homeless clients; and
- Expansion/preservation of the supply of affordable and homeless housing.

All HI strategies are scheduled to be implemented by June 2017; many have or will be implemented in 2016. Strategy leads will have 90 days to finalize their performance metrics from the implementation start date for each strategy. Once measures are finalized for a particular strategy, they will be incorporated into this framework, to the extent applicable. For some of the headline measures, where sufficient data exists, the data can be analyzed by Service Planning Areas.

Client-level data will be matched to mitigate the risks of duplicated data. This process will be conducted by the CEO's Research and Evaluation Services (RES). RES, under the auspices of the Enterprise Linkages Project (ELP), regularly collects administrative and service information from the departments of Health Services, Mental Health, Public Health, Public Social Services, Children and Family Services, Probation, the Sheriff, and LAHSA. RES has developed a matching algorithm that de-identifies departmental data and assigns a unique numeric identifier, which is utilized to perform the matches across County service delivery systems, including services recorded in LAHSA's Homeless Management Information System (HMIS). The unique, anonymous identifier enables client service records to be de-duplicated, while simultaneously maintaining confidentiality and compliance with all applicable federal, state and local laws. For example, if a client receives permanent housing via B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI and B4 – Facilitate Utilization of Federal Housing Subsidies, that client should only be counted once in the aggregate total of individuals receiving permanent housing. For strategies where data will not be captured under ELP or HMIS, strategy leads will provide client-level data to CEO RES where the data will be matched against ELP and HMIS.

CEO-RES will have lead responsibility for the evaluation, in close collaboration with LAHSA and the CEO Office of Homelessness. The first annual evaluation is projected for January 2018 and will cover program performance for fiscal year 2016-17. An interim evaluation brief will be provided in February 2017, and each HI quarterly report will provide updates on the performance metrics for individual strategies, as they become available.

Intended Outcomes for Strategies Eligible for Funding from the Special Sales Tax to Combat Homelessness

Strategy		Intended Outcomes
A1	Homeless Prevention Program for Families	• Families at risk of homelessness maintain their housing.
*A5	<i>Homeless Prevention Program for Individuals</i>	• Individuals at risk of homelessness maintain their housing.
B1	Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income (SSI)	• Homeless disabled adults pursuing SSI are stably housed. • SSI applications for formerly homeless disabled adults are approved.
B3	Partner with Cities to Expand Rapid Re-Housing	• Homeless families, youth, and individuals are successfully housed and increase their income so that they can pay their own rent.
B4	Facilitate Utilization of Federal Housing Subsidies	• Homeless families, youth, and individuals with a federal housing voucher are able to secure permanent housing.
B6	Family Reunification Housing Subsidies	• Homeless families in the child welfare system where the parents' homelessness is the sole barrier to the return of the child(ren), are successfully housed and reunited with their children.
B7	Interim/Bridge Housing for those Exiting Institutions	• Homeless individuals exit institutions (e.g., jails and hospitals) into interim housing instead of being discharged into homelessness.
C2	Increase Employment for Homeless Adults by Supporting Social Enterprise	• Homeless/formerly homeless adults secure employment.
C4	Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or at Risk of Homelessness	• Disabled individuals who are homeless or at-risk of homelessness are approved for SSI and secure/ maintain housing. • The County is reimbursed for housing subsidies provided to disabled individuals during the SSI application process, once SSI is approved.
C5	Establish a Countywide Veteran's Benefits Advocacy Program for Veterans Experiencing Homelessness or at Risk of Homelessness	• Disabled Veterans who are homeless or at-risk of homelessness are approved for Veteran's Benefits and secure/maintain housing.
C6	Targeted SSI Advocacy for Inmates	• Disabled inmates who are homeless or at-risk of homelessness upon being released from jail are approved for SSI Benefits and secure/ maintain housing.
*C7	<i>Subsidized Employment for Homeless Adults</i>	• Homeless/formerly homeless adults secure employment.
D2	Jail In-Reach	• Homeless inmates receive support services while incarcerated to avoid homelessness upon discharge from jail.
D4	Regional Integrated Re-Entry Network	• Homeless individuals involved with the criminal justice system are connected to support services to enable them to effectively re-integrate into the community.
D6	Criminal Record Clearing Project	• Homeless individuals with criminal records have their offences expunged, thereby increasing their ability to secure both employment and housing.
*D7	<i>Provide Services and Rental Subsidies for Permanent Supportive Housing</i>	• Chronically homeless adults secure and retain permanent housing, coupled with appropriate health and human services.
E6	Countywide Outreach System	• Homeless individuals living on the streets and in homeless encampments obtain permanent housing and support services.
E7	Strengthen the Coordinated Entry System (CES)	• Homeless families, adults, and youth secure and retain appropriate, permanent housing.
E8	Enhance the Emergency Shelter System	• Homeless families, adults and youth exit emergency shelter into permanent housing. • The average length of shelter stay is reduced.
E14	Enhanced Services for Transition Age Youth	• Homeless Transition Age Youth secure and retain permanent housing.
*F7	<i>Preserve current affordable housing and promote the development of affordable housing for homeless families and individuals</i>	• Housing units with affordable rents for formerly homeless families, youth, and adults are preserved. • Additional affordable housing units are developed for homeless families, youth, and adults.

* Strategies not currently approved/funded in the 47 strategies to combat homelessness approved by the Board of Supervisors on February 9, 2016.